

PLANNING & ECONOMIC DEVELOPMENT COMMITTEE


12-0595R


RESOLUTION AUTHORIZING AN AGREEMENT WITH MORAN, STAHL &
BOYER-FL, LLC, FOR DEVELOPMENT OF AN ECONOMIC
DEVELOPMENT PLAN FOR AN AMOUNT UP TO \$100,000.

CITY PROPOSAL:


RESOLVED, that the proper city officials are hereby authorized to execute an agreement, substantially in the form of that on file in the office of the city clerk as Public Document No. _____, with Moran, Stahl & Boyer-FL, LLC, for development of an economic development plan for the City of Duluth and Duluth Economic Development Authority, for an amount up to \$100,000: \$50,000 payable from General Fund 110, Dept./Agency 700 (Transfers and Other Functions), Div. 1407 (Misc.), Obj. 5441 (Other Services and Charges); and a matching amount of no more than \$50,000 from the Duluth Economic Development Authority (DEDA) Fund 860-860-8640-5319 (Other Professional Services).

Approved:



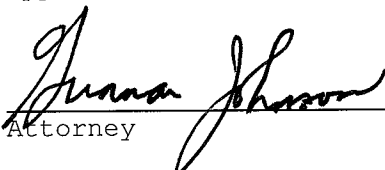
Department Director
Purchasing Agent 

Approved for presentation to council:




Chief Administrative Officer

Approved as to form:



Attorney

Approved:



Auditor

STATEMENT OF PURPOSE: The purpose of this resolution is to commit \$50,000 in funding from the general fund to enter into a contract with Moran, Stahl & Boyer-FL, LLC, to prepare an economic development strategic plan for the city of Duluth and DEDA. The economic development strategic plan will provide policy direction for current and future economic development efforts, including marketing and branding; industrial/commercial land uses; developing a workforce/education strategy; enhancing retail opportunities; enhancing entrepreneurial opportunities; enhancing business recruitment and retention opportunities; and identifying infrastructure needs and opportunities. The Duluth Economic Development Authority will pay for half the cost of the economic development strategic plan up to \$50,000.

The city purchasing division posted the original request for qualifications (RFQ) on the city's website March 12, 2012, and received nine responses by the closing date. This RFQ was the first stage in a three-stage, qualifications-based selection process. An internal committee of city representatives reviewed responses and selected four consultants - Vanity Point Development Advisors, LLC (prev. BBP & Associates, LLC), Moran, Stahl & Boyer, Newmark Knight Frank, and TIP Strategies. The committee asked finalists to submit requests for proposals and evaluated them based on submitted documents, interviews, and a scoring system. They determined that Moran, Stahl, and Boyer had the best qualifications and most effective proposal for the project.

RFQ for Consultant Services in Preparation of Economic Development Strategic Plan File No. 12-07DS Closing Date April 5, 2012	
Consultant	City/State
Design Workshop, Inc.	Denver, Colorado
Economic Development Services	Minneapolis, Minnesota
Moran, Stahl & Boyer	Lakewood Ranch, Florida
Newmark Grubb Knight Frank	Denver, Colorado
Newmark Knight Frank	Atlanta, Georgia
NorthStar Consulting Group	Wausau, Wisconsin
Strategic Development Group, Inc.	Columbia, South Carolina
TIP Strategies	Austin, Texas
Vanity Point Development Advisors, LLC (prev. BBP & Associates, LLC)	Annapolis, Maryland

Requisition No. - pending

**AGREEMENT FOR PROFESSIONAL SERVICES
BY AND BETWEEN
MORAN, STAHL & BOYER
AND
CITY OF DULUTH**

THIS AGREEMENT, effective as of the date of attestation by the City Clerk (the "Effective Date"), by and between the CITY OF DULUTH, a municipal corporation, hereinafter referred to as "City," and MORAN, STAHL & BOYER-FL, LLC. located at 8374 Market Street - #422, Lakewood Ranch, FL 34202 a limited liability company under the laws of Florida, hereinafter referred to as "Consultant" for the purpose of rendering services to the City.

WHEREAS, City issued a Request for Qualifications (the "RFQ") to prepare an Economic Development Strategic Plan for the City of Duluth (the "Project"). A copy of the RFQ is attached as Exhibit A; and

WHEREAS, Consultant has represented that it is qualified and willing to perform the services set for in the RFQ;

WHEREAS, Consultant submitted a Proposal on or about September 21, 2012, in response to the RFQ attached hereto as Exhibit B (the "Proposal")

WHEREAS, based on the Proposal the City has selected Consultant's professional services for the Project;

NOW, THEREFORE, in consideration of the mutual covenants and conditions hereinafter contained, the parties hereto agree as follows:

I. Services

Consultant will provide the services described in the RFQ and in Consultant's Proposal (the "Services"), all as directed by the Director of the City's Department of Business and Economic Development (the "Director") and perform such other related services as the Director shall reasonably request. Provided, however, in the event of any conflict between Exhibit B and this Agreement, or Exhibit A, the terms and conditions of this Agreement or Exhibit A, as appropriate, shall be deemed to be controlling. In the event of a conflict between the provisions of Exhibit A and this Agreement, the terms and conditions of this Agreement shall be deemed to be controlling.

II. Fees.

It is agreed between the parties that Consultant's maximum fee for the Project shall not exceed the sum of One Hundred Thousand and 00/100th dollars (\$100,000.00) inclusive of all travel and other expenses associated with the Project, payable from Fund 110, Department 700, Division 1407, Object 5441. All invoices for services rendered shall be submitted to the

attention of the Director. Payment of expenses is subject to receipt of reasonable substantiation/back-up supporting such expenses.

III. General Terms and Conditions.

1. Amendments. Any alterations, variations, modifications or waivers of terms of this Agreement shall be binding upon the City and Consultant only upon being reduced to writing and signed by a duly authorized representative of each party.
2. Assignment. Consultant represents that it will utilize only its own personnel in the performance of the services set forth herein; and further agrees that it will neither assign, transfer or subcontract any rights or obligations under this Agreement without prior written consent of the City.
3. Data and Confidentiality, Records and Inspection.
 - a. The City agrees that it will make available all pertinent information, data and records under its control for Consultant to use in the performance of this Agreement, or to assist Consultant wherever possible to obtain such records, data and information.
 - b. All reports, data, information, documentation and material given to or prepared by Consultant pursuant to this Agreement will be confidential and will not be released by Consultant without prior authorization from the City.
 - c. Consultant agrees that all work created by Consultant for the City is a “work made for hire” and that the City shall own all right, title, and interest in and to the work, including the entire copyright in the work (“City Property”). Consultant further agrees that to the extent the work is not a “work made for hire” Consultant will assign to City ownership of all right, title and interest in and to the work, including ownership of the entire copyright in the work. Consultant agrees to execute, at no cost to City, all documents necessary for City to perfect its ownership of the entire copyright in the work. Consultant represents and warrants that the work created or prepared by Consultant will be original and will not infringe upon the rights of any third party, and Consultant further represents that the work will not have been previously assigned, licensed or otherwise encumbered.
 - d. Records shall be maintained by Consultant in accordance with requirements prescribed by the City and with respect to all matters covered by this Agreement. Such records shall be maintained for a period

of six (6) years after receipt of final payment under this Agreement.

- e. Consultant will ensure that all costs shall be supported by properly executed payrolls, time records, invoices, contracts, vouchers, or other official documentation evidencing in proper detail the nature and propriety of the charges. All checks, payrolls, invoices, contracts, vouchers, orders, or other accounting documents pertaining in whole or in part to this Agreement shall be clearly identified and readily accessible.
- f. Consultant shall be responsible for furnishing to the City records, data and information as the City may require pertaining to matters covered by this Agreement.
- g. Consultant shall ensure that at any time during normal business hours and as often as the City may deem necessary, there shall be made available to the City for examination, all of its records with respect to all matters covered by this Agreement. Consultant will also permit the City to audit, examine, and make excerpts or transcripts from such records, and to make audits of all contracts, invoices, materials, payrolls, records of personnel, conditions of employment, and other data relating to all matters covered by this Agreement.

4. Consultant Representation and Warranties.

Consultant represents and warrants that:

- a. Consultant and all personnel to be provided by it hereunder have sufficient training and experience to perform the duties set forth herein and are in good standing with all applicable licensing requirements.
- b. Consultant and all personnel provided by it hereunder shall perform their respective duties in a professional and diligent manner in the best interests of the City and in accordance with the then current generally accepted standards of the profession for the provisions of services of this type.
- c. Consultant has complied or will comply with all legal requirements applicable to it with respect to this Agreement. Consultant will observe all applicable laws, regulations, ordinances and orders of the United States, State of Minnesota and agencies and political subdivisions thereof.
- d. The execution and delivery of this Agreement and the consummation of the transactions herein contemplated do not and will not conflict with, or constitute a breach of or a default under, any agreement to which the Consultant is a party or by which it is bound, or result in the creation or imposition of any lien,

charge or encumbrance of any nature upon any of the property or assets of the Consultant contrary to the terms of any instrument or agreement.

e. There is no litigation pending or to the best of the Consultant's knowledge threatened against the Consultant affecting its ability to carry out the terms of this Agreement or to carry out the terms and conditions of any other matter materially affecting the ability of the Consultant to perform its obligations hereunder.

f. The Consultant will not, without the prior written consent of the City, enter into any agreement or other commitment the performance of which would constitute a breach of any of the terms, conditions, provisions, representations, warranties and/or covenants contained in this Agreement.

5. Agreement Period.

The term of this Agreement shall commence on the Effective Date and performance shall be completed by May 30, 2013, unless terminated earlier as provided for herein.

The City may, by giving written notice, specifying the effective date thereof, terminate this Agreement in whole or in part without cause. In the event of termination, all property and finished or unfinished documents and other writings prepared by Consultant under this Agreement shall become the property of the City and Consultant shall promptly deliver the same to the City. Consultant shall be entitled to compensation for services properly performed by it to the date of termination of this Agreement. In the event of termination due to breach by Consultant, the City shall retain all other remedies available to it, and the City shall be relieved from payment of any fees in respect of the services of Consultant which gave rise to such breach.

6. Independent Contractor.

a. It is agreed that nothing herein contained is intended or should be construed in any manner as creating or establishing the relationship of copartners between the parties hereto or as constituting Consultant as an agent, representative or employee of the City for any purpose or in any manner whatsoever. The parties do not intend to create any third party beneficiary of this Agreement. Consultant and its employees shall not be considered employees of the City, and any and all claims that may or might arise under the Worker's Compensation Act of the State of Minnesota on behalf of Consultant's employees while so engaged, and any and all claims whatsoever on behalf of Consultant's employees arising out of employment shall in no way be the responsibility of City. Except for compensation provided in Section II of this Agreement, Consultant's employees

shall not be entitled to any compensation or rights or benefits of any kind whatsoever from City, including without limitation, tenure rights, medical and hospital care, sick and vacation leave, Worker's Compensation, Unemployment Insurance, disability or severance pay and P.E.R.A. Further, City shall in no way be responsible to defend, indemnify or save harmless Consultant from liability or judgments arising out of Consultant's intentional or negligent acts or omissions of Consultant or its employees while performing the work specified by this Agreement.

b. The parties do not intend by this Agreement to create a joint venture or joint enterprise, and expressly waive any right to claim such status in any dispute arising out of this Agreement.

c. Consultant expressly waives any right to claim any immunity provided for in Minnesota Statutes Chapter 466 or pursuant to the official immunity doctrine.

7. Indemnity.

Consultant shall defend, indemnify and hold City and its employees, officers, and agents harmless from and against any and all cost or expenses, claims or liabilities, including but not limited to, reasonable attorneys' fees and expenses in connection with any claims arising out of the Consultant's a) breach of this agreement or b) the performance of Consultant or that of its agents or contractors of the Services hereunder or c) any claims arising in connection with Consultant's employees or contractors, or d) the use of any materials supplied by the Consultant to the City unless such material was modified by City and such modification is the cause of such claim. This Section shall survive the termination of this Agreement for any reason.

8. Insurance.

a. Consultant shall provide the following minimum amounts of insurance from insurance companies authorized to do business in the state of Minnesota.

(1) Workers' compensation insurance in accordance with the laws of the State of Minnesota.

(2) Public Liability and Automobile Liability Insurance with limits not less than **\$1,500,000** Single Limit, and twice the limits provided when a claim arises out of the release or threatened release of a hazardous substance; shall be in a company approved by the city of Duluth; and shall provide for the following: Liability for Premises, Operations, Completed Operations, Independent Contractors, and

Contractual Liability.

- (3) **City of Duluth shall be named as Additional Insured** under the Public Liability and Automobile Liability, or as an alternate, Consultant may provide Owners-Contractors Protective policy, naming himself and City of Duluth. Consultant shall also provide evidence of Statutory Minnesota Workers' Compensation Insurance. Consultant to provide Certificate of Insurance evidencing such coverage with 30-days notice of cancellation, non-renewal or material change provisions included. The City of Duluth does not represent or guarantee that these types or limits of coverage are adequate to protect the Consultant's interests and liabilities.
 - (4) If a certificate of insurance is provided, the form of the certificate shall contain an unconditional requirement that the insurer notify the City without fail not less than 30 days prior to any cancellation, non-renewal or modification of the policy or coverages evidenced by said certificate and shall further provide that failure to give such notice to City will render any such change or changes in said policy or coverages ineffective as against the City.
 - (5) **The use of an "Accord" form as a certificate of insurance shall be accompanied by two forms – 1) ISO Additional Insured Endorsement (CG-2010 pre-2004) and 2) Notice of Cancellation Endorsement (IL 7002) or equivalent, as approved by the Duluth City Attorney's Office.**
- b. The insurance required herein shall be maintained in full force and effect during the life of this Agreement and shall protect Consultant, its employees, agents and representatives from claims and damages including but not limited to personal injury and death and any act or failure to act by Consultant, its employees, agents and representatives in the negligent performance of work covered by this Agreement.
 - c. Certificates showing that Consultant is carrying the above described insurance in the specified amounts shall be furnished to the City prior to the execution of this Agreement and a certificate showing continued maintenance of such insurance shall be on file with the City during the term of this Agreement.
 - d. The City shall be named as an additional insured on each liability policy

other than the professional liability and the workers' compensation policies of the Consultant.

- e. The certificates shall provide that the policies shall not be changed or canceled during the life of this Agreement without at least 30 days advanced notice being given to the City.

9. Notices

Unless otherwise expressly provided herein, any notice or other communication required or given shall be in writing and shall be effective for any purpose if served, with delivery or postage costs prepaid, by nationally recognized commercial overnight delivery service or by registered or certified mail, return receipt requested, to the following addresses:

City:

City of Duluth
411 W. 1st Street
Room 402, City Hall
Duluth, MN 55802
Attn: Chris Eng.

Consultant

Moran, Stahl & Boyer, LLC
8374 Market Street - #422,
Lakewood Ranch, FL 34202
Attn: John Rhodes

10. Civil Rights Assurances

Consultant, as part of the consideration under this Agreement, does hereby covenant and agree that:

- a. No person on the grounds of race, color, creed, religion, national origin, ancestry, age, sex, marital status, status with respect to public assistance, sexual orientation, and/or disability shall be excluded from any participation in, denied any benefits of, or otherwise subjected to discrimination with regard to the work to be done pursuant to this Agreement.
- b. That all activities to be conducted pursuant to this Agreement shall be conducted in accordance with the Minnesota Human Rights Act of 1974, as amended (Chapter 363), Title 7 of the U.S. Code, and any regulations and executive orders which may be affected with regard thereto.

11. Laws, Rules and Regulations.

Consultant agrees to observe and comply with all laws, ordinances, rules and

regulations of the United States of America, the State of Minnesota and the City with respect to their respective agencies which are applicable to its activities under this Agreement.

12. Applicable Law.

This Agreement, together with all of its paragraphs, terms and provisions is made in the state of Minnesota and shall be construed and interpreted in accordance with the laws of the State of Minnesota.

13. Force Majeure.

Neither party shall be liable for any failure of or delay in performance of its obligations under his Agreement to the extent such failure or delay is due to circumstances beyond its reasonable control, including, without limitation, acts of God, acts of a public enemy, fires, floods, wars, civil disturbances, sabotage, accidents, insurrections, blockades, embargoes, storms, explosions, labor disputes, acts of any governmental body (whether civil or military, foreign or domestic), failure or delay of third parties or governmental bodies from whom a party is obtaining or must obtain approvals, franchises or permits, or inability to obtain labor, materials, equipment, or transportation. Any such delays shall not be a breach of or failure to perform this Agreement or any part thereof and the date on which the party's obligations hereunder are due to be fulfilled shall be extended for a period equal to the time lost as a result of such delays.

14. Severability

In the event any provision herein shall be deemed invalid or unenforceable, the remaining provision shall continue in full force and effect and shall be binding upon the parties to this Agreement.

15. Entire Agreement

It is understood and agreed that the entire agreement of the parties including all exhibits is contained herein and that this Agreement supersedes all oral agreements and negotiations between the parties relating to the subject matter hereof. Any amendment to this Agreement shall be in writing and shall be executed by the same parties who executed the original agreement or their successors in office.

16. Counterparts

This Agreement may be executed in two or more counterparts, each of which shall be deemed an original, but all of which taken together shall constitute one and the same instrument.

IN WITNESS WHEREOF, the parties have hereunto set their hands the day and date first above shown.

CITY OF DULUTH

By: _____
Its Mayor

Attest:

By: _____
City Clerk
Date:

Countersigned:

City Auditor

Approved as to form:

City Attorney

MORAN, STAHL & BOYER, LLC

By _____

Its _____
Title of Representative

Date:

EXHIBIT A

RFQ

REQUEST FOR QUALIFICATIONS (RFQ)

March 12, 2012

Consultant Services: Prepare an Economic Development Strategic Plan for the City of Duluth, Minnesota.

Introduction: The Department of Business and Community Development is soliciting responses from consultants and/or consulting teams that possess the qualifications necessary to prepare an Economic Development Strategic Plan (Plan) for the City of Duluth. The Plan should evaluate current data and assess economic realities to formulate a vision for growth and development. The Plan should provide policy direction for current and future industrial/commercial land uses; link workforce strengths to growth opportunities; and provide a framework for future strategic plan updates. To be successful, this Plan must be strategically aligned with other city priorities. *(See attached flow chart.)*

Background:

On June 26, 2006, the Duluth City Council unanimously adopted the Comprehensive Land Use Plan, the policy document that describes the City's 20-year vision for growth and development. The Comprehensive Plan is the foundation upon which Duluth's regulatory tools, land transactions and capital improvement programs rest. www.duluthmn.gov/planning/comp_plan/index.cfm

In May 2008, a team of committed community members embarked on a mission to identify and address issues that impact community health, vitality, and sustained prosperity. Though several initiatives were in place, this group would align existing efforts which shared the same goal of harnessing the existing potential of the community to move every person towards sustainable prosperity. The Prosperity Agenda team has concentrated on five specific areas, which intrinsically complement each other and developed an index as a measurement tool to track progress: Income/Poverty, Housing, Workforce, Education, Business Climate www.duluthmn.gov/duluth_prosperity_agenda/

On August 16, 2010, the City Council unanimously adopted new zoning regulations. The Unified Development Chapter of the City of Duluth Legislative Code (UDC) implements the Comprehensive Land Use Plan. The UDC is the official body of rules and regulations that guides land use and development in the City of Duluth. It contains the city's zoning and subdivision regulations. The UDC went into effect on November 19, 2010, at which time all zoning converted to new UDC zone districts. www.duluthmn.gov/planning/zoning_regulations/index.cfm

On March 11, 2011 Duluth Mayor Don Ness announced the "90X20" initiative. "90x20" focuses on three major efforts:

- Encourage and support Duluthians making investments in themselves and their community.

- Strengthen factors that contribute to community prosperity.
- Support efforts to encourage people to choose Duluth for education, work, and retirement.

This Plan is intended to build upon these efforts and initiatives. The Plan will guide development priorities for the near future and create a framework for on-going strategy updates.

Scope:

Industrial/Commercial Land: The study should inventory and evaluate the long-term viability of existing industrial/commercial land uses and propose a range of uses to for future growth and development. The study should clearly identify where existing and new industrial/commercial uses should be located and what components, either existing or new, these uses will require.

Workforce: The study should also provide a comprehensive examination of current and future industrial/commercial sector employment within the City of Duluth in relation to national and regional trends.

Policy Plan: The study will result in the creation of a comprehensive long-term framework that includes strategies to leverage public investment to attract private investment supporting sustainable growth and prosperity. The Plan will be aligned with other city priorities including the Mayors' "90X20" initiative, the Prosperity Agenda, and the Comprehensive Land Use Plan, and provide a clear set of guiding principals for responsible development.

Schedule:

All qualified RFQ responses will be reviewed by a City Committee and three firms will be short listed by April 5, 2012.

The City will issue Requests For Proposals (RFPs) to the short list of qualified firms by April 9, 2012.

The City will invite some or all of the firms that submit qualified responses to the RFP to attend an interview session during the week of May 7, 2012 with the selection committee. A final selection will be made by May 21, 2012.

Contract negotiations with the selected firm shall be concluded by June 1 and the project, including all deliverables, shall be completed no later than February 28, 2013

Budget: The total project budget will be finalized subsequent to the selection of, and in negotiations with, the project consultant. But it will be an amount not exceeding the range of \$100,000 to \$120,000.

Contact: Brian W. Hanson, Director,
City of Duluth
Department of Business and Community Development
411 West 1st Street
Room 402 City Hall
Duluth, MN 55802
Phone (218) 730-5322
Fax: (218) 730-5904
bhanson@duluthmn.gov
www.duluthmn.gov

Submission Requirements: Qualifications will be standard 8 1/2" x11" format. Do not submit any additional collateral material such as books, magazines, or CD's – additional materials will be discarded. In your qualifications submission, include the following information, in this order:

1. **Experience and Capacity:** Describe the background and experience of all firms and subcontractors demonstrating ability to provide required services. Identify any subcontractors that the firm expects to engage to provide services described in the Scope of Services.
2. **References:** List references from contracts similar in size and scope. Respondents must provide references that can be contacted.
3. **Personnel Listing:** Identify specific personnel that will be assigned to the project and the number of hours each will spend. This list should be organized to show personnel and time commitments in relation to the activities outlines in the Scope of Services. Provide resumes for all assigned staff. Identify one or more individuals to be designated as the contact person for assignments, billings and general contract administration. Subcontractors should also be listed.

Selection Process:

This RFQ will serve as the first stage in a three-stage, qualifications-based selection process.

- Stage I: RFQ: Qualifications will be reviewed by a committee comprised of City representatives, and three firms will be short listed based upon the criteria that follow.
- Stage II: RFP: The City will issue requests for proposals (RFPs) to the short list of qualified firms, each of whom will be asked to submit detailed proposals based on a specific scope of services and a project budget and schedule.
- Stage III: Interviews: Some or all of the firms that submit qualified responses to the RFP may be asked to attend an interview with the committee, and a final firm will be selected based upon the outcome of the interview process.

The firm selection process will be qualifications-based. The City reserves the right to reject any and all qualifications and proposals and to negotiate any aspect of a proposal with a proposer.

Selection Criteria: Qualifications received as a part of this RFQ process will be evaluated based upon the following criteria. The City may, in its sole discretion, expand or reduce the criteria upon which they base final decisions regarding selection of qualified firms.

- Quality, completeness, and clarity of proposal
- Demonstrated understanding of the project scope
- Organization, management and technical approach to the project
- Demonstrated experience in technical expertise required to complete the project
- Ability to package findings, ideas, concepts, and policies through a combination of written and graphic mediums
- Staff qualifications and experience
- Demonstration of capacity to successfully complete the project
- Itemization and allocation of staff resources in relation to the tasks outlined in the project scope
- Diversity of staff team
- Review of references
- Cost to provide the requested services and deliverables

Submission Process: Due Date and Number of Copies

All responses to his RFQ shall be delivered the City of Duluth Purchasing Department office on or before:

2:00 p.m. (CST) March 29, 2012 addressed to:

Consultant Services
Re: Economic Development Strategic Plan
Purchasing Department

411 West 1st Street
Room 100, City Hall
Duluth, MN 55802

Please provide an electronic version (PDF/CD) and 8 hard copies of your qualifications. Qualifications received after the deadline will not be accepted. It is not the City's responsibility to acknowledge receipt of any proposal. It is the firm's responsibility to assure that qualifications are received in a timely manner.

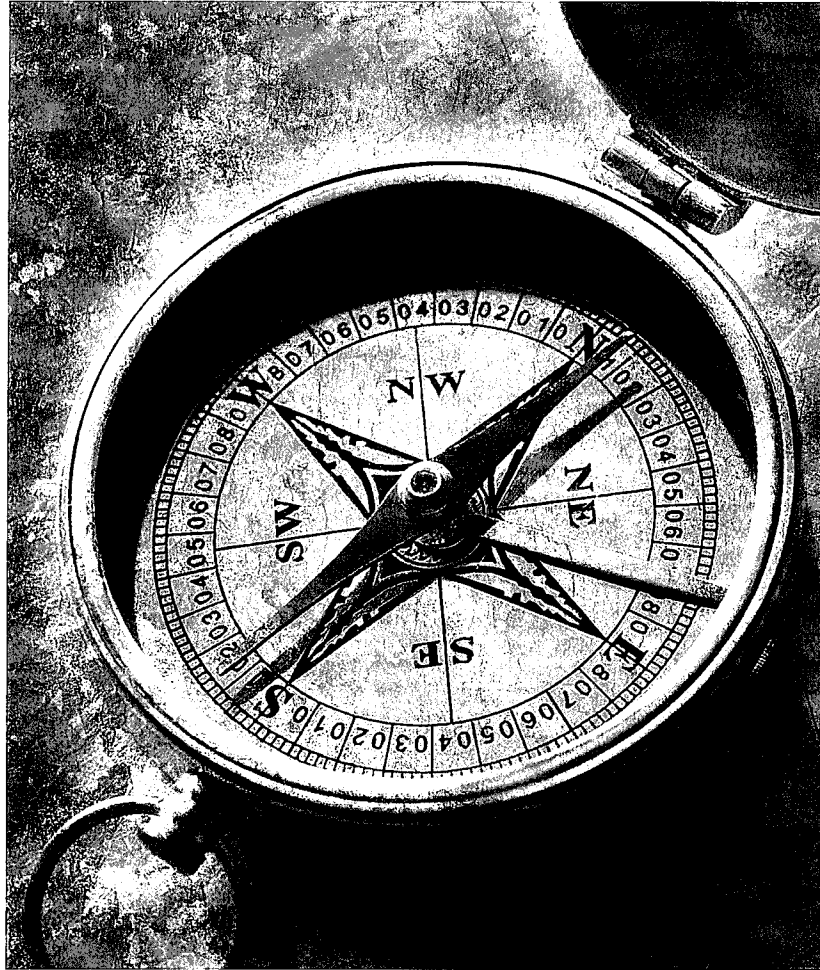
EXHIBIT B
CONSULTANT'S PROPOSAL

Economic Development

CONTRACT FOR:

PREPARING AN ECONOMIC DEVELOPMENT STRATEGIC PLAN

CITY OF DULUTH, MN
November 2012



Moran, Stahl & Boyer

Site Selection and Economic Development Consultants

CONSULTING TEAM GENERAL INFORMATION

Client:	City of Duluth, Minnesota
Scope of Service:	Preparing an Economic Development Strategic Plan
Lead Consulting Firm:	Moran, Stahl & Boyer-FL, LLC (MS&B)
Registration:	A registered Florida LLC in good standing
Mailing Address:	8374 Market Street - #422 Lakewood Ranch, FL 34202
Project Team Contact:	John M. Rhodes
Title:	Senior Principal
Business Phone:	941.755.0074
Cell Phone:	678.429.4023
E-mail:	john.rhodes@msbconsulting.com
Web Site for MS&B:	www.msbconsulting.com
Subcontractor Firms:	E.M. Pemrick and Company CWS Consulting, LLC Northspan Group

Section 1 ● WORK SCOPE

OVERVIEW

The objective of this contract is to develop an Economic Development Strategic Plan that facilitates the City of Duluth in expanding its economic opportunities. The work scope consists of three primary tasks that build on one another and ultimately produce the strategic plan. Integral to this process will be incorporating the concepts defined in the Mayor's 90x20 Initiative, the Prosperity Agenda, the City's Comprehensive Land Use Plan, and other recent initiatives. It is our intention to maintain an ongoing dialogue with the City of Duluth and its economic development partners throughout the process to assure that the final product aligns with and exceeds expectations.

TASK 1 – GATHER INPUT/DATA AND ASSESS AVAILABLE RESOURCES

This first task will establish a firm foundation for the project and will include an overview of key information about the community and gather critical feedback from local stakeholders and employers. We will also identify and assess the resources available to support economic growth, including:

- **Labor Force:** overall demographics of the area as well as determining the cost and availability of specific types of labor required based on industry presence. Utilize multiple data sources including the Minnesota Department of Employment and Economic Development (DEED) 10-year workforce projections.
- **Education and Training Resources:** local two- and four-year colleges and universities as well as other training institutions. Identify types of degrees and certifications offered along with numbers of annual graduates.
- **Real Estate:** available sites and buildings by location, size, cost and use options.
- **Cost and Availability of Utilities:** water, sewer, power, gas and telecom/internet by location within the City and the region.
- **Transportation Capacity, Cost and Market Access:** the availability of truck, rail, port and air access for shipping year-round to specific destinations.
- **Financial Resources:** the diversity of financial resources and incentives available to support the growth of different types of businesses at each stage in growth, from startups to established expanding businesses.
- **Land Use:** review land use options by location within the Comprehensive Land Use Plan to determine the long-term availability of land within the City of Duluth to support specific economic segments.
- **Natural Resources:** available resources including mining of metals and other minerals, forestry, agriculture, fishing/aquaculture and other sources for economic growth.

As part of this task, members of the project team will be in Duluth for 3 to 5 days during the initial phase to gather feedback from selected major employers about access to labor, relative cost of operations, and other issues related to doing business in Duluth. Also during the visit, the project team will review sites and buildings and meet with the key economic development partners and other

stakeholders to gather feedback on the current situation and solicit their input on area strengths, weaknesses, opportunities and threats (SWOT analysis) from an economic development perspective. Typically, we conduct one-on-one interviews or small roundtable discussions with a cross-section of stakeholders, including:

- Educators (K-12, community college and colleges/universities)
- Workforce development officials
- Financial services (bankers, investors, etc.)
- Commercial real estate brokers and major property managers
- Developers of commercial projects
- Transportation providers (airport, trucking, rail and port)
- Health care (major hospitals and medical services)
- City planners and engineers
- Utility providers
- Other selected stakeholders

TASK 2 – DEFINE ECONOMIC OPPORTUNITIES AND RESOURCE REQUIREMENTS

This task will utilize our own model to look at overall market drivers and their impact on potential business opportunities in Duluth. We will then align specific opportunities and their required resource needs with the local situation and available resources. This approach is a highly innovative approach for understanding the market basis for local business growth. The focus of the effort will be on the defined target industries identified for the region (see below) and then seek to validate, refine and enhance the list. Tourist-based retail activity was added to the target list due to its potential contribution to sales and property taxes as well as support of small business development.

- Biomedical/Health Care (regional services, elder care and biomedical startups)
- Creative/Professional (primary and secondary services and data centers)
- Energy Alternatives/Renewable Energy (petroleum, coal, wind turbine transport, etc.)
- Forestry/Fiber (traditional sectors, new innovative uses and biobusiness)
- Innovative Manufacturing (applies to broad spectrum of technologies)
- Mining (new value-add directions for iron and other metals)
- Transportation/Logistics Support (traditional and emerging opportunities)
- Retail Activity (derived from tourism in the region)

The end result of the analysis will be a well-defined and diverse list of target industries and segments for the City of Duluth and its future economic growth. We will also provide an assessment of resource gaps that need to be filled in order for the City to capitalize on its opportunities.



TASK 3 – CRAFT ECONOMIC DEVELOPMENT STRATEGIC PLAN

The project team will develop a series of strategies with related recommendations that result in expanded opportunities and an environment that supports a sustainable economy. It should be pointed out that a “sustainable economy” it is not about finding the perfect company that will continue to expand forever. *Sustainability is about establishing a local business culture that can monitor trends, quickly adapt to change, embrace new ideas, deal with risk, learn from occasional mistakes, and persevere to keep the local economy diverse and viable.* It involves engaging and supporting businesses at each life stage.

The strategic plan will be divided into individual areas that focus on both business growth and the development of key resources that support growth. We want to emphasize that each of the individual strategies are not mutually exclusive but will be part of an overall integrated effort to expand the local economy.

➞ Real Estate Strategy

An inventory of suitable office, industrial and retail space, as well as sites at a high level of readiness, can contribute to the City’s competitiveness in the retention, expansion and attraction of business. In addition, the presence of low-cost space for small/startup businesses is also a factor in the growth and viability of the local economy.

The critical driving force in a real estate strategy is to have available the right types of buildings and sites with appropriate utilities and amenities that match market demand over time. In the short term, it is having space to rent or land to quickly development, and over the longer term, it is establishing a land use policy and comprehensive land use plan that supports market needs in the future.

As part of the strategy, the project team will review available sites and buildings based on location, cost, functionality and capacity, level of readiness (for sites) as well as available utilities, amenities and transportation access . This will be compared with the types of target industries identified for the City and the real estate needs they will have. This will be the basis for a supply/demand gap analysis that results in recommendations for a strategy to address any current and anticipated needs. Information gathered on individual properties during this process will be incorporated into Northland Connection’s database that covers the entire region.

➞ Workforce/Education Strategy

The project team will utilize information gathered from statistics from DEED and education and training providers, workforce development officials and employers during Task 1. We will conduct an analysis of the existing and potential workforce in Duluth, taking into consideration such issues as the availability, quality, cost, age, and geographic distribution of labor within the City and region, as well as long-term projections (10-year) available from DEED and other input from the local Workforce Investment Board. This information will serve as the foundation for the development of the Workforce/Education Strategy to retain and attract talent in the area. The team will also evaluate the content, use and collection process of the talent pipeline database being developed by the City.

The project team will evaluate the Duluth area through the perspective of workers in their 20's (single) and in the later 20's and 30's (married with children) to determine the quality of life factors that would retain and attract this portion of the labor force.

Based on regional trends and identified target industries, the project team will identify job categories and training needs in the short- and long-term horizon, comparing them with the types of education and training resources that already exist in the Duluth area. We will examine the extent to which existing programs and services can be used to address current and projected workforce needs, and whether new programs, resources, or approaches are needed to adequately prepare workers for job opportunities in potential growth industries.

The team will then develop a series of recommendations concerning workforce attraction and retention. In addition to recommendations to address specific education and training requirements, we may also include suggestions on key partnerships between the public and private sectors, the role of industry leadership, or innovative strategies to market employment opportunities in Duluth to specific segments of the population.

➡ Retail Strategy

Retail is an important economic sector for multiple reasons:

- It provides opportunities for small business growth.
- It produces tax revenues.
- It offers a potential amenity for business retention and attraction (restaurants, office supply stores, computers and other office and industrial equipment, etc.)
- It is considered a key aspect of the local quality of life.

The City of Duluth, like other similarly sized cities, has a retail presence in multiple venues: in the traditional downtown (CBD) area, in neighborhoods, and in the mall and big box retail developments in the Central Entrance-Miller Hill district, the City's dominant retail hub.

In 2009, the City of Duluth retained MXD Development Strategists to prepare a market analysis to guide planning efforts in the Central Entrance-Miller Hill area. This analysis used demographic data to project the amount of potential retail Duluth can support going forward. There have been other retail studies completed as well as several small area plans examining land uses, market conditions, and economic development issues in selected neighborhoods.

Utilizing the output of the previous studies as an information base, the project team will focus its Retail Strategy on addressing the following questions as they relate to each of the location venues:

- What are the challenges retailers face in establishing and expanding their businesses in the City of Duluth?
- Which areas of the City are best positioned for specific types of retail activity?
- How can the City capture a larger share of retail expenditures made by visitors traveling between Canada and the Minneapolis-Saint Paul area?

The project team will conduct interviews with selected stakeholders, including retail business owners and representatives of chambers of commerce, the Greater Downtown Council, and others. The objective of these interviews will be to understand local/regional market trends, identify issues and

challenges faced by local retailers from an economic development perspective, and examine how these challenges are currently being handled by the City of Duluth.

In addition, we will evaluate the potential for the City to draw on non-local or visitor markets. We will review state and regional tourism research, visitation estimates from area attractions, and other available data to understand visitor characteristics and identify strategies that can be pursued to capitalize on these markets. These may include initiatives aimed to enhancing visitor spending in the Downtown Core, Canal Park, the Central Entrance-Miller Hill district and other locations.

The project team will also evaluate locations within the City that are poised for retail growth and assess their potential based on the following criteria:

- Comments/input about location derived from previously published reports.
- Location of site and proximity to specific consumer markets.
- Size of site.
- Transportation and pedestrian access and parking capacity.
- Restrictions on operations/uses of site.
- Cost of leased space or purchase price for land.
- Identification of types of retail for which there is potential demand in the area.
- The use of pop-up store concept in targeted areas of the City to market test new/emerging businesses.

We will then develop a Retail Strategy that identifies actions that the City of Duluth and/or its economic development partners can take to help local retailers succeed. (Some of these actions may overlap with those identified in the Entrepreneurial Strategy.) The strategy will include recommendations for enhancing retail business expansions as well as capitalizing on new commercial business opportunities, consistent with the City's Comprehensive Plan and existing neighborhood revitalization plans.

➤ **Marketing and Branding Strategy**

Marketing and brand support both business recruitment and tourism/tourism-related retail. Business recruitment marketing is about knowing the assets of an area, identifying those industries and companies that would gain the most value from assets, and ultimately seeking to establish relationship with those companies. Workforce recruited is understanding the needs of different age and life style groups and seeking to meet those needs within the locally available resources and venues.

The project team will develop a business marketing strategy by first addressing the following questions:

1. What types of marketing and relationship building activities have the City engaged in (for business, workforce and tourists) and what level of success have they had?
2. What types of industries and companies are the best candidates for attraction to the City of Duluth?
3. What does the City of Duluth engage in with the region and state to promote itself?

Based on the input from above, the project team will develop a strategy for the City of Duluth that is focused on business and workforce attraction and will include the following elements:

- Develop a market awareness strategy that includes a review and recommended enhancements of web sites, social media and other tools utilized to promote the City/region.
- Define a brand slogan that captures the essence of the Duluth area for use in business and workforce marketing.
- Review and recommend conferences, trade shows, other meetings and familiarization trips for hosting and/or participation.

Building Awareness ► Screening for Prospects ► Establishing/Sustaining Relationships

From a tourist marketing perspective, the project team will define the attributes of the area that are of greatest interest/value to a tourist and derive a marketing slogan that reinforces the reason for making Duluth a destination to enjoy an event, have a meal, stay a night or engage in some shopping.

➡ Business Retention Strategy

The critical thrust of business retention is to stay engaged with local businesses to understand, anticipate and ultimately address their evolving needs, challenges and opportunities. A viable company is never static, and neither is the environment within which they must compete. This strategy will define the organizational and procedural aspects of business retention resulting in ongoing and dynamic response to local businesses. As a basis for developing a retention strategy, we will pursue the following questions:

- What methods are utilized and how often does the City contact existing employers to gather feedback concerning growth and resource needs?
- How is feedback from existing employers utilized to develop strategies to support existing business?
- Is there a team in place to review and act on the needs of existing businesses and is it effective?

The project team will develop a strategy that will be highly effective in anticipating needs to help businesses stay and expand in Duluth.

➡ Entrepreneurial Strategy

Emerging and small businesses are the fastest growing segment of the U.S. economy. The segment is divided into three stages: Stage 1 (1-9 employees), Stage 2 (10-99 employees) and Stage 3 (100-499 employees). Each has its own challenges in terms resources (capital, real estate and labor, etc.) as well as changes in leadership style as the company expands.

The project team will evaluate existing support services for small business within the City of Duluth, the broader region, and the State of Minnesota. The team will then develop a strategy to optimize the growth of small businesses. This may include:

- Sources of financing and incentives.
- Development of business incubators.
- Business accelerator infrastructure for emerging firms.
- Training in entrepreneurship and developing a business plan.
- Coaching and mentoring.
- Business review committees (“Shark Tank”).
- Business plan competitions.
- Meetings and seminars on critical topics.
- Other needed resources.

➡ ONGOING MONITORING OF ECONOMIC DEVELOPMENT PROGRESS

The project team will identify a series of metrics to be utilized by the City to track resource development, specific program activities and initiatives as well as indicators of economic activity. The metrics will enable the City to identify trends related to success but also areas that need to be addressed. The “dashboard” approach will identify progress made, issues and challenges and specific resource gaps.

Section 2 ● PROJECT SCHEDULE

The project schedule to complete the Economic Development Strategic Plan is estimated to be May 30, 2013, however, the actual delivery date will be based on the needs of the client and the details of developing each strategy. There will be two primary trips to Duluth and several other undesignated trips during the project. The first primary trip will be towards the beginning of the process to gather feedback; the second will be to make the final presentation. As there is a need, additional trips to Duluth will be scheduled by mutual agreement.

TASK DESCRIPTION	D				J				F				M				A				M			
1. Gather Input/Assess Resources	■	■	■	■																				
2. Define Economic Opportunities/Resources	■	■	■	■	◆	■	■	■																
3. Economic Development Strategic Plan						■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	◆

◆ On-site visit/presentation. There may be other planned visits during the process to provide updates of gather additional information.

Notes and Comments on Schedule:

- The preliminary schedule places the team in Duluth in early December for discussions with stakeholders and other related activities.
- The draft plan would be shipped by early May. After comments and feedback from the client, the team would formally present the plan to the City toward the end of May.

Section 3 • PROJECT DELIVERABLES AND COST ESTIMATE

PROJECT DELIVERABLES

The primary output of the effort will be the Economic Development Strategic Plan that will be organized as follows:

1. Executive Summary
2. Project Background and Community Profile
3. Identification of Resources That Support Economic Development
4. Discussion of Target Industries, Resource Needs and Gap Analysis
5. Strategies to Enhance Local Economic Growth
 - Real Estate Strategy
 - Workforce/Education Strategy
 - Retail Strategy
 - Marketing and Branding Strategy
 - Business Retention Strategy
 - Entrepreneurial Strategy

PROJECT COST ESTIMATE

DESCRIPTION OF TASK	ESTIMATED COST
1. Gather Input/Assess Resources	\$28,500
2. Define Economic Opportunities/Resources	\$15,500
3. Economic Development Strategic Plan	\$47,500
Total Estimated Consulting Fees	\$92,500
Travel and Project-Related Expenses	\$8,500
GRAND TOTAL	\$100,000

PAYMENT SCHEDULE

The client will be billed \$10,000 at project signing and the balance will be billed at the conclusion of each of the three tasks.



Moran, Stahl & Boyer

Site Selection and Economic Development Consultants

John M. Rhodes
Senior Principal

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Lakewood Ranch, FL 34202
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E-mail: john.rhodes@msbconsulting.com
Web site: www.msbconsulting.com

September 21, 2012

Consultant Services
RE: Economic Development Strategic Plan
Purchasing Department
411 West 1st Street
Room 100, City Hall
Duluth, MN 55802

RE: Proposal for Economic Development Strategic Plan

Dear Sir:

Attached is our proposal that will position Duluth for economic growth. Our approach to completing the project results in a highly effective plan delivered within the May 1st target date and includes the following attributes:

- We are a team with extensive skills, expertise and experience related to economic development that has worked with communities throughout North America and Minnesota.
- We have a comprehensive approach to business retention, expansion, attraction as well as small business development and entrepreneurship.
- We placed a special emphasis on retail growth and will address the needs of local businesses to startup and expansion while assessing locations for future growth.
- We also proposed a "dashboard" monitoring system to track progress on an ongoing basis to assure key objectives are met.

Our project team looks forward to the opportunity to work in positioning a vibrant and sustainable future for the City of Duluth.

Sincerely,

A handwritten signature in black ink, appearing to read 'John M. Rhodes'.

JMR: Attachment

Economic Development

PROPOSAL FOR:

PREPARING AN ECONOMIC DEVELOPMENT STRATEGIC PLAN

CITY OF DULUTH, MN
September 2012



Moran, Stahl & Boyer

Project Team Members:

- E.M. Pemrick and Company
- CRS Consulting
- Northspan Group

CONSULTING TEAM GENERAL INFORMATION

Client:	City of Duluth, Minnesota
Scope of Service:	Preparing an Economic Development Strategic Plan
Lead Consulting Firm:	Moran, Stahl & Boyer-FL, LLC (MS&B)
Registration:	A registered Florida LLC in good standing
Mailing Address:	8374 Market Street - #422 Lakewood Ranch, FL 34202
Project Team Contact:	John M. Rhodes
Title:	Senior Principal
Business Phone:	941.755.0074
E-mail:	john.rhodes@msbconsulting.com
Web Site for MS&B:	www.msbconsulting.com
Subcontractor Firms:	E.M. Pemrick and Company CWS Consulting, LLC Northspan Group



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For Further Information on This Proposal, Contact:

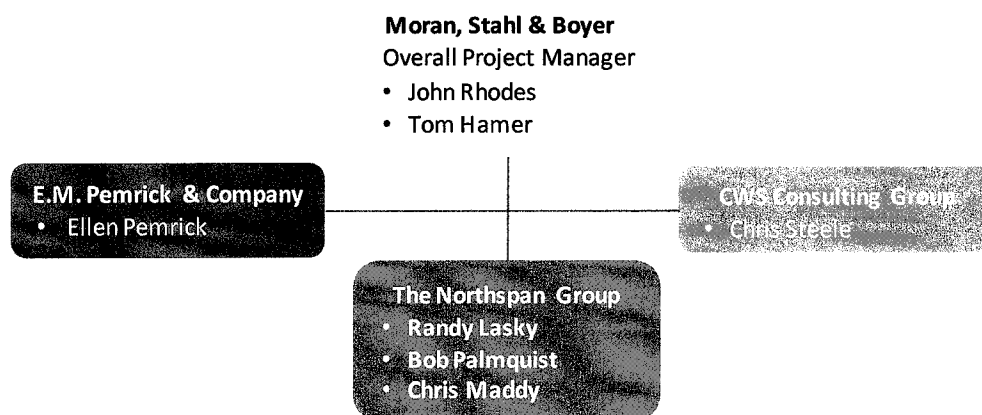
John Rhodes
 Senior Principal
 Moran, Stahl & Boyer
 941.755.0074
john.rhodes@msbconsulting.com

Section 1 **PROJECT TEAM EXPERIENCE AND CAPACITY**

PROJECT TEAM OVERVIEW

The project team is a hand-picked group of experts from different companies that collectively offer a broad range of expertise and experience. MS&B will provide the overall project management and will coordinate the overall efforts of the team. Members of project team represent a blend of project experience within the Duluth MSA, the Northland Region, the State of Minnesota, the Midwest and North America. It is our intention to match our understanding of the local situation with successes we have achieved for communities under similar circumstances, providing the City of Duluth with a highly-valued Economic Development Strategic Plan that charts a course for economic growth.

Project Team Organization and Team Members



A general description of each company on the project team is provided below; detailed company profiles are presented at the end of this section.

Moran, Stahl & Boyer (MS&B) is a nationally-recognized site selection and economic development firm that has supported nearly 1,000 corporate, non-profit and community clients for more than 45 years. Its economic development projects have been with clients at the state, regional, and local levels and have included a broad range of services. Among our current and recent clients within Minnesota are the State of Minnesota Department of Employment and Economic Development (Shovel Ready Site Certification Program), the Brainerd Lakes Economic Development Corporation, and the City of Fairmont/Martin County, Minnesota. John M. Rhodes, MS&B's Senior Principal, will serve as the overall project manager and coordinate all aspects of the project.

E.M. Pemrick and Company is a consulting firm based in New York's Capital Region that offers a range of economic planning and development services. The firm has extensive experience in economic development strategic planning, retail market analysis, community and downtown revitalization, and economic, demographic, and workforce analysis. A certified Woman-Owned Business Enterprise, E.M. Pemrick and Company has completed economic development plans in multiple states.

CWS Consulting Group is a site selection and economic development firm that works with clients both government and in private industry to match community goals and capabilities to business needs. Its professionals have more than 20 years of experience in helping companies make optimal location, investment, and staffing decisions. These core skills have also been utilized to provide objective and insightful advice to governments and development agencies on how to be more competitive.

The Northspan Group is located in Duluth, and over the past 25 years has provided consulting to private and nonprofit business as well as economic development services to communities in the Northland Region and other areas of the Midwest. The company assists communities in identifying and securing project funding, adapting to significant economic changes, and helping local businesses to be competitive. The firm currently administers the Northland Connection which supports economic development throughout northeastern Minnesota.

TEAM EXPERTISE

Our team's combined skills and expertise include the following:

- **Strategic Planning:** The creation of economic development strategies at the local, regional, and state levels.
- **Research, Analysis and Mapping:** Ability to gather and analyze data from multiple sources to identify industry trends, market conditions, and labor force characteristics impacting communities and employers. The team utilizes extensive mapping to effectively present this information.
- **Resource Assessments/Asset Mapping:** Evaluation of local resources to support economic development, including industry presence, labor, educational institutions, transportation access, sites and facilities, R&D activities, economic development organizations, and quality of life.
- **Target Industry Analysis:** Identification of potential economic opportunities utilizing Moran, Stahl & Boyer's unique approach that takes into consideration both internal and external factors. This includes the traditional segments of manufacturing, back office, distribution, etc. as well as retail, agriculture and tourism.
- **Surveys and Interviews:** Design and administration of employer/stakeholder interviews and Internet-based surveys to identify labor and other resource needs and understand the local business environment. The project team has interviewed hundreds of companies and other stakeholders in a wide array of industries and locations.
- **Benchmarking:** Analysis to examine how communities and regions fare against their competitors in satisfying the most essential factors that impact business retention/expansion and attraction.
- **Market Analysis:** An understanding of the market dynamics that impact the success of community and economic development initiatives.
- **Site Selection Insights:** Insights from the perspective of a civil engineer with extensive experience in identifying, evaluating, and certifying commercial and industrial sites.

PROJECT TEAM CAPACITY

Each project team member has a defined scope of work (see Section 3) and has committed to allocate the time required to successfully complete the task.

COMPANY PROFILES



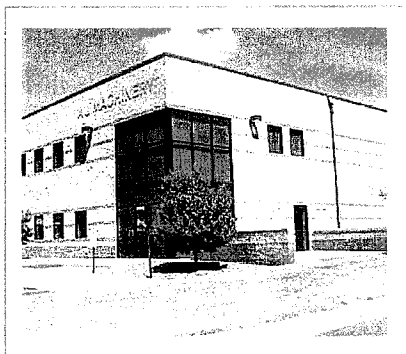
Established in 1965, **Moran, Stahl & Boyer (MS&B)** is one of the most respected corporate site selection and economic development firms in North America. MS&B's service capabilities are outlined below and demonstrate our breadth of service and ability to view a community from both a company and local economic development perspective. As part of our project experience, we have had the opportunity to gather feedback from hundreds of companies, providing us with tremendous insights regarding what companies look for in a community based on industry, type of operation and life cycle stage.

Web site: www.msbconsulting.com



■ ECONOMIC DEVELOPMENT CONSULTANTS

- Preparation of economic development strategic plans.
- Resource assessments to support economic growth.
- Target industry/sector analysis.
- Labor market analysis.
- Retail analysis and recommended options.
- Tourism analysis and recommended options.
- Value-added agriculture.
- Site evaluation and certification.
- Community profiling as a marketing tool.
- Marketing strategies.
- Facilitation of community workshops, roundtables, and conferences.



■ SITE SELECTION SERVICES FOR COMPANIES AND ORGANIZATIONS

MS&B provides consulting services that can be delivered as an integrated package or individually. Clients represent a broad spectrum of industries including pharmaceuticals, medical instruments, telecommunications equipment and services, financial services, packaging, window manufacturing, etc.

- Performance evaluation of existing locations.
- Overall deployment strategies.
- Financial and organizational feasibility and risk assessments.
- Location screening and field evaluations.
- Identification of real estate options in a given location.
- Tools for marketing surplus properties.
- Relocation strategy and policy as it impacts the organization.
- Evaluation of incentive options and negotiation of final package.



E.M. Pemrick and Company is a woman-owned consulting firm that offers a range of economic planning and development services, combining technical expertise with a strong commitment to enhancing the vitality and success of client communities.

Services provided by E.M. Pemrick and Company include:

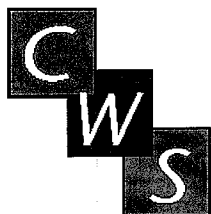
- Strategic Planning
- Retail Market Studies
- Community & Downtown Revitalization
- Economic, Demographic, and Workforce Analysis

E.M. Pemrick and Company uses a range of research tools to provide project stakeholders with a comprehensive view of market conditions and other characteristics that impact the success of community and economic development initiatives. This includes both quantitative and qualitative approaches. We have extensive experience in economic and demographic analysis, survey design and administration, benchmarking (competitive analysis), research, and strategy development.

Our clients include municipal and county government agencies, economic development organizations, and private-sector planning and engineering firms. With project experience in Virginia, Delaware, Pennsylvania, New York, Massachusetts, and Ohio, E.M. Pemrick and Company has considerable knowledge of "best practices" in economic development and community revitalization around the country.

We often collaborate with various partners including land use planners, site selection consultants, community development professionals, private developers, engineering firms, and urban designers. This allows the firm to add a market-based, analytical perspective to standard planning engagements and a strategic planning orientation to the process of business development and site selection.

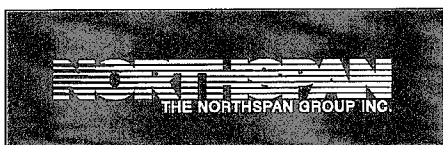
Web site: www.empemrick.com



CWS Consulting Group brings extensive knowledge of what affects corporate location decisions. We have performed national and international assignments for aviation, biotech, financial services, food production, health care, logistics, medical device, pharmaceuticals, publishing, rail transportation, and semiconductor industries. We have worked with a wide mix of uses including office, R&D, manufacturing, and distribution.

CWS Consulting Group works with clients in the public arena and in private industry to match community goals and capabilities to business needs. Our professionals have many years of experience in helping companies make difficult location, investment, and staffing decisions. We use this experience to provide frank advice to governments and development agencies on how they fare in competitive situations. We assist communities in understanding their moving parts and how these can be assembled to make compelling location solutions for new industries. We help our clients recognize their existing economic clusters and position these assets for future success. Our services allow companies, communities, developers, and investors to maximize return on investment and build a sustainable relationship between business and community.

Web Site: www.cwsgrp.com



The **Northspan Group** is a private, nonprofit business and community development firm, located in Duluth. While our primary service area is Northeast Minnesota and Northwest Wisconsin, we work with clients and partners across the Upper Midwest.

For more than 25 years, our team has provided professional, fee-based services and technical support to the region's economic development community, private businesses and organizations, and local units of government that cannot afford fulltime community and economic development staff. We specialize in financing and funding development approaches that are innovative and creative, solve problems, and exceed expectations.

Northspan provides creative solutions in the areas of business development, community and economic development, and organizational development. The firm is uniquely qualified to facilitate major economic adjustment and growth management initiatives that leverage leadership, solve problems, take advantage of economic development opportunities, and are strategically focused. Northspan is also a recognized leader in helping communities identify, develop and fund projects that strengthen their tax bases, attract and retain businesses, and enhance the quality of life for residents and workers.

Web Site: www.northspan.org

PROJECT PROFILES

The MS&B project team has a substantial number of projects at the state, region, county and city level to draw upon based on work completed over the past 20 years. We have selected projects that best reflect our abilities to support The City of Duluth in a pursuit of a sustainable economy. Included are several Minnesota projects and our ongoing administration of the Shovel Ready Site Certification Program. These projects have given us some keen insights into Minnesota, its culture, and its pursuit of economic growth in a very competitive environment.

We have also included projects in other cities and counties to demonstrate our ability to serve a broad range of local situations that span from agriculture to manufacturing to knowledge-based services. A number of retail-related projects have also been noted that were successfully conducted by E.M. Pemrick and Company, a frequent project partner of MS&B.

Our project experience has incorporated the traditional industrial, back office, distribution segments with agriculture, tourism and local/regional retail. We take a holistic view of economic development – every segment matters and they leverage each other.

Under the leadership of John Rhodes with his multiple careers in engineering, marketing, sales, relocation consulting, site selection and economic development consulting, the team has been very successful in understanding local challenges and opportunities of a community and crafting a plan to successfully move the community forward.

Based on our work throughout North America, we have received comments from clients as well as stakeholders and others attending our seminars and presentations. Comments that we receive are reflected in the following quotes.

“We now have the basic idea of how we can be a success.”

“Your fresh perspective was very insightful.”

“You helped us understand our potential and gave us the direction to achieve it.”

“You really nailed the issues and what we need to do.”

“You brought an outside perspective that was needed.”

“Your enthusiasm is infectious.”

“Thank you . . . It was a great opportunity to get everyone on the same page.”

“I never looked at the issues and our community like this before.”

“The session on life cycles makes a lot of sense.”

“You energized the community and there is no turning back.”

Minnesota Department of Employment & Economic Development

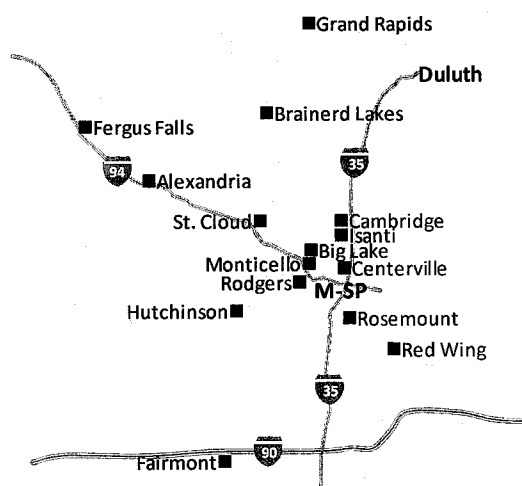
Shovel Ready Site Certification Program Administration



MS&B is currently in the third year of administering Minnesota's Shovel Ready Site Certification Program which initially involved structuring the program and now we review applications, engage in on-site evaluation and provide an Economic Development 101 Seminar to help each community market their site(s). Fifteen sites have been certified as noted below. Important outcomes from this effort that can be applied to this proposal:

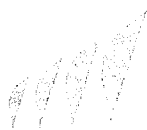
- MS&B has received significant exposure and insights related to Minnesota communities and their pursuit of economic growth.
- MS&B has provided communities with valued advice on the positioning and marketing of sites throughout the state.
- MS&B has developed a strong relationship and trust with MN DEED.

Location of Currently Approved Shovel Ready Sites



Brainerd Lakes Area Economic Development

Economic Development Strategic Plan



Brainerd Lakes Area
ECONOMIC DEVELOPMENT
Corporation

Upon completion of a site certification for the community, BLAED requested that MS&B facilitate the preparation of an economic development strategic plan for Crow Wing County (population 62,800). The process involved the following tasks:

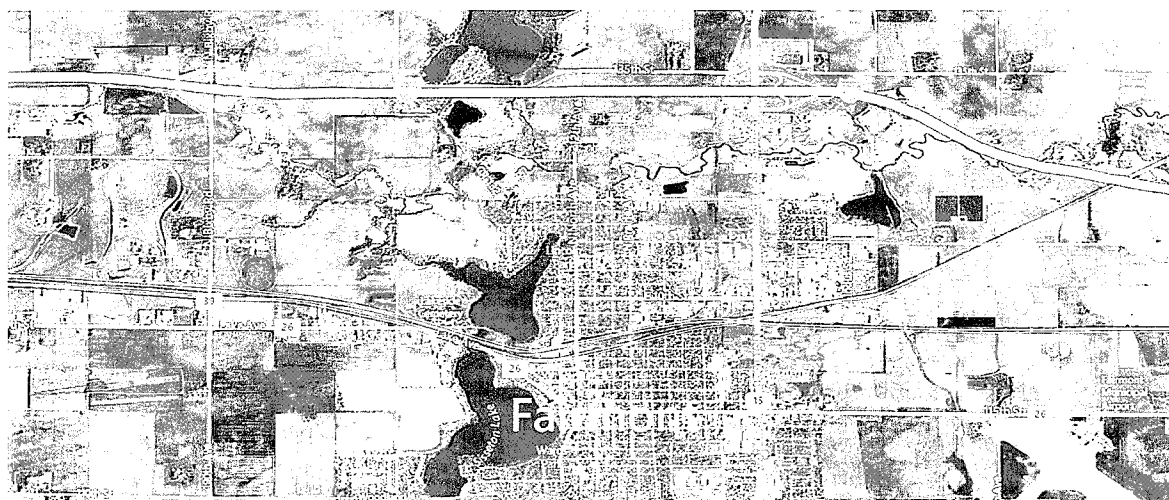
- Facilitated several stakeholder sessions on subsequent days that included an overview on economic development and a SWOT analysis.
- Interviewed local employers, educators and other stakeholders.
- Reviewed area demographics, economic history of the region and available resources that can support economic growth.
- Evaluated and prioritized target economic opportunities and backed them with a written action plan.
- Discussed marketing strategies to promote the area to prospective companies.



Fairmont/Martin County, MN*SWOT Analysis to Identify Top Economic Opportunities*

Upon completion of a site certification for the community, the City of Fairmont requested that MS&B complete a SWOT analysis for the City and Martin County (population 20,700). The process involved the following tasks:

- Facilitated a session with local stakeholders to provide and overview on economic and gather input on the SWOT analysis.
- Interviewed and viewed employers and educators to gather insights into the region and its economic potential.
- Developed the SWOT analysis that outlined a number of economic growth opportunities based on local assets that included industry presence, educational capabilities, utilities and agricultural activities (significant hog production).



City of Milford, DE

Economic Development Strategic Plan, Small Business Incubator Study, Aquarium Feasibility Study



Milford is a city with a population of 9,000 within a region of 100,000 residents that was in need of direction for economic growth. The MS&B project team held an initial discussion with City leaders and provided basics on economic development and engaged in a visioning session and a SWOT analysis. After a complete evaluation of resources and discussions with local employers, MS&B developed an Economic Development Strategic Plan that included strategies for:

- Expanding available sites and real estate options.
- Engaging local students on an internship program.
- Evaluating retail options to enhance the downtown area.
- Developing concept for a conference and training center.
- Establishing an economic development citizen's panel.

The City further retained MS&B to conduct a feasibility study for an aquarium tourist and education venue in the area and also to develop a small business accelerator for the region.



Client Quotes:

"Moran, Stahl & Boyer has energized the team and there is no turning back."

DAVID W. BAIRD, FORMER CITY MANAGER FOR THE CITY OF MILFORD, DE

"The Strategic Plan provided by Moran, Stahl and Boyer positioned the City of Milford for solid growth and galvanized the community in a way that all – both young and old – have recognized the effort as historic. As a result, we're ready to explode despite a downturned economy and headlines that beg for the exception. Any community lucky enough to receive their services should run – not walk – toward the opportunity to do so."

SHER VALENZUELA, FORMER CHAIR, MILFORD ECONOMIC DEVELOPMENT PANEL AND CURRENT CANDIDATE FOR LT. GOVERNOR OF DELAWARE

City of Manchester, NH/Southern New Hampshire Planning Region

Target Industry Analysis and Marketing Strategy



The Moran, Stahl & Boyer (MS&B) project team has engaged in several projects with the City of Manchester and the Southern New Hampshire Planning Region. Manchester is one of the principal cities in New Hampshire with a population of 108,000 in a metro area of 260,000.

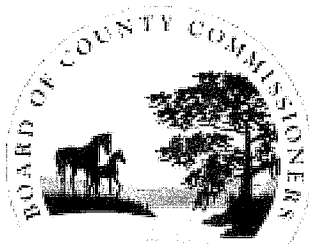
Based on an analysis of the current industry presence and the available resources to support economic growth (labor, education/training, transportation, sites/buildings, utilities, etc.) specific target industries were identified for the City of Manchester and the 12 outlying towns in the planning region.

The City of Manchester also retained MS&B to develop a marketing plan based on the assets of the City vs. those in Boston and other major New England cities.



Ocala/Marion County, FL

Target Industry Analysis, Business Park Analysis, Marketing Strategy, Resource Profile and Site Certification

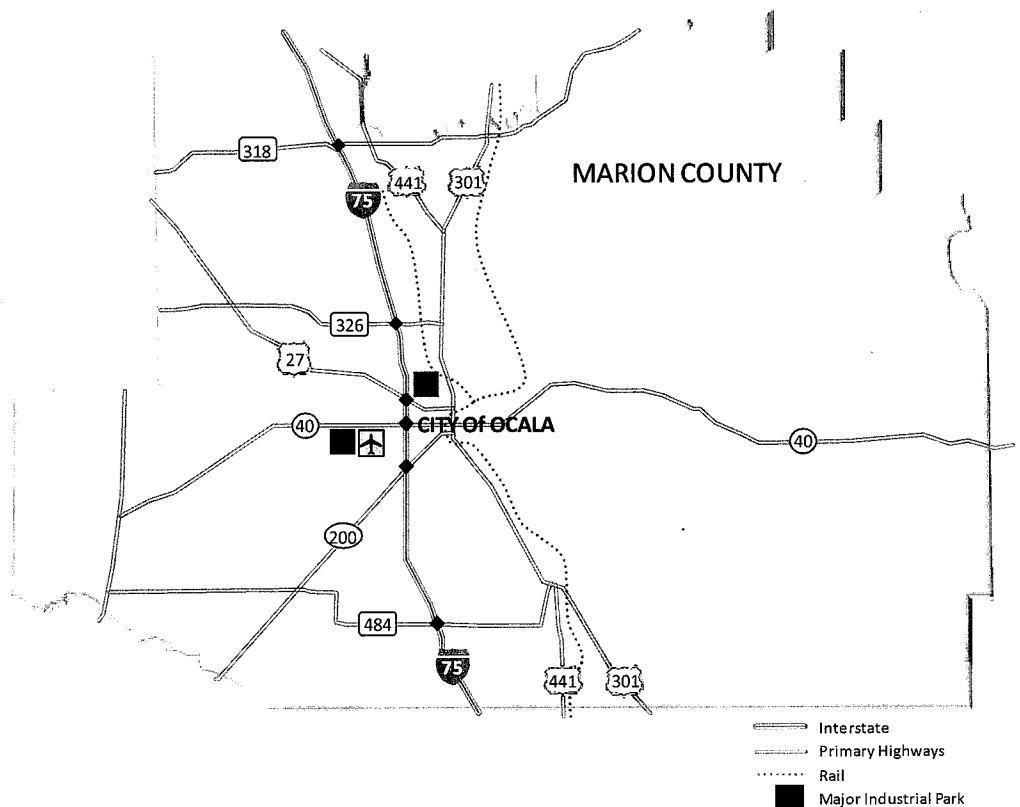


**Marion
County**
FLORIDA

The population of the City of Ocala is 56,500 and Marion County is 332,500.

The Moran, Stahl & Boyer project team engaged in the following efforts to support economic growth in the County:

- Developed a target industry analysis that included a review and assessment of all available labor, real estate, utility, transportation and related resources to define the highest potential areas of economic growth for the County.
- Incorporated the target industry analysis into a business park strategy to demonstrate the need for additional sites to stimulate economic growth.
- Helped rally the community to promote a business park strategy and gain support from city/county governments and other stakeholder groups. As a result, the City of Ocala and Marion County invested \$10 million in infrastructure to support a major business park and completed development of a business park near the airport.
- Developed a marketing strategy and a Resource Profile to attract businesses to the County.
- Engaged in site certification for multiple sites within the County.



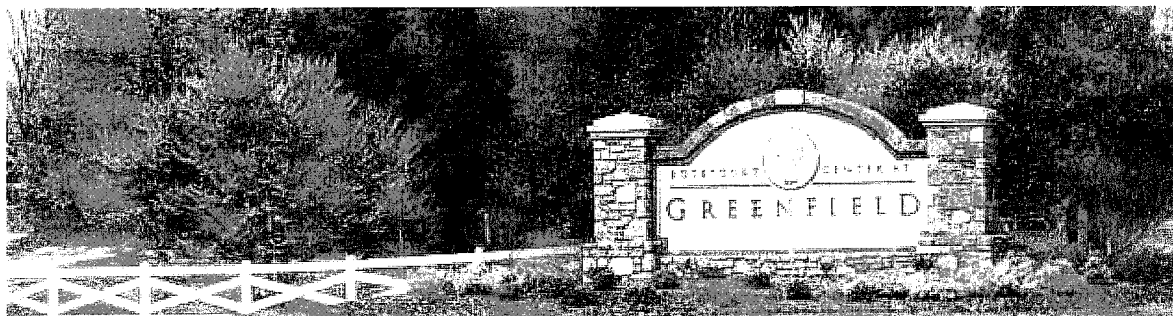
Botetourt County, Virginia

Economic Development Strategic Plan



The Moran, Stahl & Boyer project team prepared an Economic Development Strategic Plan for the County that included the following:

- Identified potential economic opportunities (target industries) for the County.
- Reviewed all resources within the County and the overall region that support economic growth including labor force, education and training, utilities, current industry presence and real estate (buildings, sites and business parks).
- Benchmarked peer communities throughout the Southeast.
- Developed a marketing strategy to promote the County within the context of the overall region.
- Identified improvements in the level of readiness required in their industrial parks to attract certain types of business. The County has plans to develop a pad-ready site to meet this need.



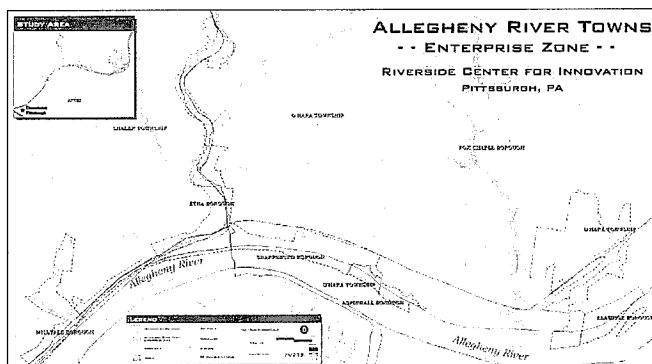
Quote From Client:

“The Moran, Stahl & Boyer team helped to get us focused, and gave us a detailed and effective plan to execute . . . It has been a banner year for Botetourt County.”

GERALD A. BURGESS, FORMER COUNTY ADMINISTRATOR FOR BOTETOURT COUNTY, VA

Allegheny River Towns Enterprise Zone (ARTEZ), Pittsburgh, PA

Green Cluster and Jobs Strategy



CWS Consulting Group was retained by the Allegheny River Towns Enterprise Zone (ARTEZ) to help develop a Green Cluster and Jobs Strategy for the Region. The seven-municipality region – located north of and adjacent to the City of Pittsburgh – had experienced slow growth over the previous twenty years, and was suffering from a mature economic base and physical infrastructure.

Our team examined the existing industrial and workforce base to determine which clusters present in the area were viable, growing, and could support a new, green industrial base. The team found existing businesses with the capabilities to support specific green initiatives in the recycled building materials, waste as fuel source, and advanced materials for solar industry niches. The current and projected future workforce was found to be largely capable of supporting these activities, but needed assistance in developing and incubator with funding to support early-stage entrepreneurial companies in these areas.

The team further cataloged brownfield sites that could be redeveloped to accommodate facilities (and possibly an incubator) to house these companies and their partners. Other local entities (such as the Pittsburgh Regional Alliance, Green Building Association, and Carnegie Mellon University Tech Collaborative) were enlisted as development partners.

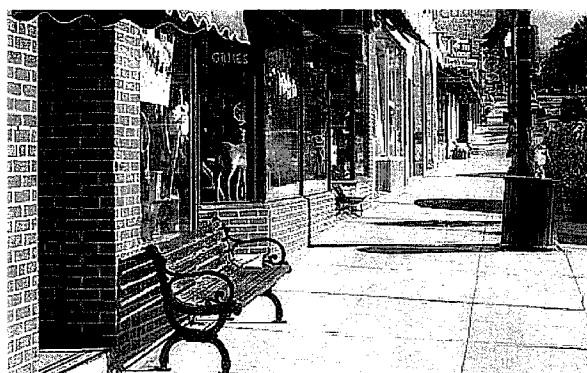
A detailed examination of the regional competition from cities and industrial parks provided insight into the area's competitive stance for business attraction, and a review of funding and incentives programs armed ARTEZ with tools for external attraction and growth of existing businesses.

City of Ellsworth, ME

Economic Development and Business Attraction Planning

The City of Ellsworth retained CWS Consulting Group and Eaton Peabody Consulting Group to help plan a sustainable economic development policy for the City. This small city located near Bangor and Bar Harbor is positioned as the regional retail center for the county, but also wanted to build a broader economic base.

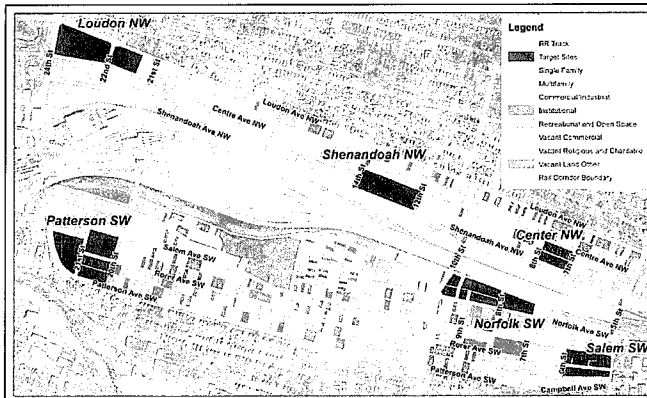
Over a two-month period, we met with local businesses, evaluated the economic base and performed a reverse site selection process to identify industries and functions that would benefit from being in Ellsworth while meeting the community's



economic and other goals. We then established a series of outreach plans and identified specific organizations in which to showcase the business reasons for considering the City.

City of Roanoke, VA

Brownfield Re-use and Area Redevelopment Plan



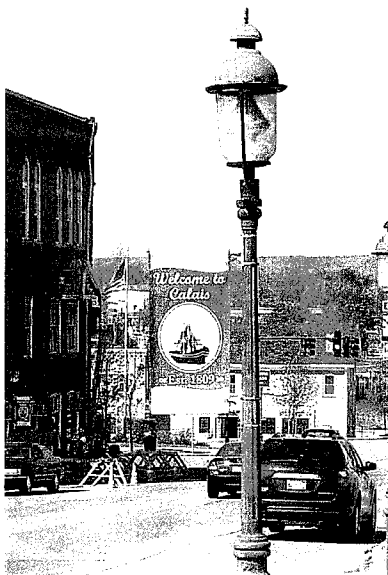
CWS Consulting Group is leading a team to construct a plan for rehabilitating and redeveloping the neighborhoods of Roanoke directly adjacent to the Norfolk Southern yards west of downtown.

Over the next year, the team will implement an approach which marries “reverse site selection” knowledge of how end-users make location decisions with the environmental and financial knowledge of how to remediate brownfield properties.

The project will not only examine public policy and business attraction issues, but will also directly include voices from the adjacent neighborhood groups and other interested parties. The resulting plan will likely include components for industrial, commercial, community, residential, and other uses.

City of Calais, ME

Economic and Community Development Strategy



The City of Calais is located on northeastern border of Maine, directly across the St. Croix River from St. Stephen, New Brunswick, Canada. They retained the CWS Consulting Team to develop a plan to attract new investment into the city and also develop a foundation for economic sustainability. The City had once been a forestry and maritime trading hub, but had experienced significant economic decline over the previous forty years.

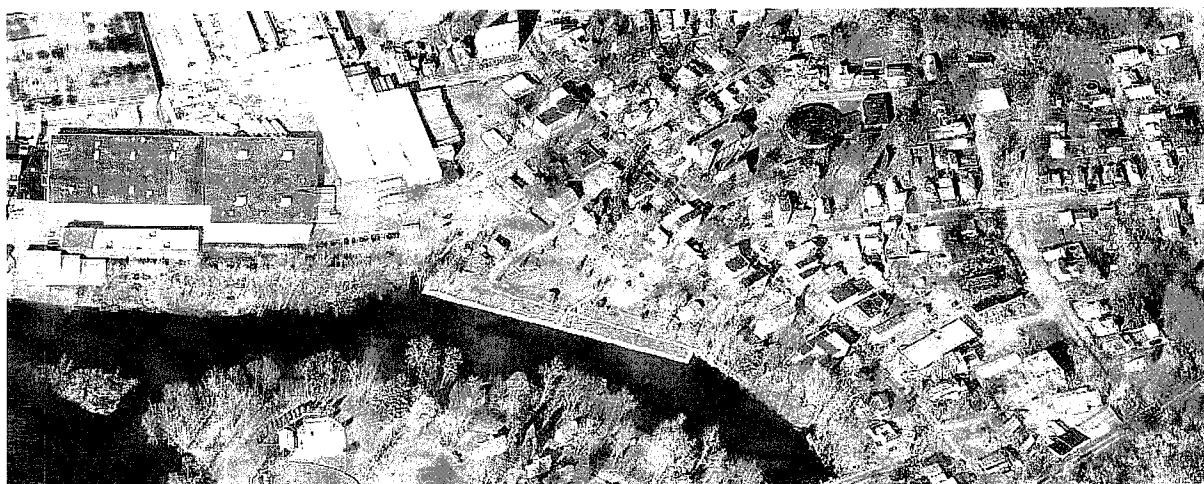
Through economic analysis as well as conversations with local businesses and regional institutions, our team identified a host of international business, food production, and natural resource opportunities for the community. We also developed a retail profile and strategy that better portrayed both the US and Canadian market strength and suggested a set of outdoor product, destination, and associated retail which would appeal to local

shoppers and those traversing the area as they cross the border. This was further supported through a community reinvestment and redevelopment plan for the City’s waterfront, leveraging CDBG and other financing.

Town and Village of Fort Edward, NY

Economic and Market Trends Analysis

E.M. Pemrick and Company recently completed an analysis of economic and market trends as part of a Brownfield Opportunity Area Nomination Study in Fort Edward, New York. To identify potential opportunities for downtown area, the project team compiled and analyzed quantitative data; conducted interviews with key community stakeholders, including major employers, municipal leaders, property and business owners, and real estate professionals; and reviewed additional information available from various agencies and organizations. An important consideration was the role of tourism and how Fort Edward can more effectively capitalize on its assets, which include its location on the Champlain Canal, significant historic resources, and a large number of small farms in the region.



Based on the demographic and socioeconomic attributes and spending behaviors of resident, worker, and visitor markets, as well as the existing retail mix in and around Fort Edward, the analysis identified a range of downtown business opportunities best suited for the downtown study area. The report also highlighted opportunities for residential development to enhance the local tax base and further support commercial activity.

The findings of the market analysis are being used to support redevelopment concepts proposed by other members of the project team and prepare the BOA Nomination Study for review by the State of New York.

Section 2 CLIENT REFERENCES

Client and Contact	Consulting Firm(s)
Minnesota Department of Employment and Economic Development Kevin McKinnon Director of Business Development 651.259.7445 Kevin.McKinnon@state.mn.us	Moran, Stahl & Boyer
Brainerd Lakes Area Economic Development Sheila Haverkamp Executive Director 218.828.0096 sheila@growbrainerdlakes.org	Moran, Stahl & Boyer
City of Fairmont/Martin County, MN Mike Humpal, CEC Assistant City Administrator 507.238.9461 ext 2236 mhumpal@fairmont.org	Moran, Stahl & Boyer
Botetourt County, VA David Moorman Assistant County Administrator 540.473.8233 dmoorman@botetourt.org	Moran, Stahl & Boyer E.M. Pemrick and Company
Augusta County, VA Patrick J. Coffield County Administrator 540.245.5610 pcoffield@co.augusta.va.us	Moran, Stahl & Boyer E.M. Pemrick and Company
City of Milford, DE Richard D. Carmean City Manager 302.424.3712 citymanager@milford-de.gov	Moran, Stahl & Boyer
Ocala/Marion County EDC Peter J. Tesch President/CEO 352.291.4410 pete@ocalaedc.org	Moran, Stahl & Boyer
City of Manchester, NH Jay Minkarah Economic Development Director 603.624.6505 JMinkarah@manchesternh.gov	Moran, Stahl & Boyer

Client and Contact	Consulting Firm(s)
City of Roanoke, VA Beverly T. (B.T.) Fitzpatrick City Planner/GIS Technician 540.853.1334 bt.fitzpatrick@roanokeva.gov	CWS Consulting Group
City of Ellsworth, ME Michelle Beal City Manager 207.669.6616 mbeal@cityofellsworthme.org	CWS Consulting Group
Town and Village of Fort Edward Darlene DeVoe Grant Coordinator 518.321.9881 bigsmileywink@aol.com	E.M. Pemrick and Company

Section 3 PROJECT SCHEDULE AND PERSONNEL LISTING

PROJECT SCHEDULE

The project schedule aligns with the City of Duluth's requirement to complete the Economic Development Strategic Plan by May 1, 2013. Two meetings will be held with the client team. One meeting will be towards the beginning of the process to gather feedback; the second will be the final presentation. If there is a need, additional trips to Duluth will be scheduled by mutually agreement.

OVERALL TASK DESCRIPTION	NOV	DEC	JAN	FEB	MAR	APR
1. Gather Input/Data and Assess Resources	■	◆				
2. Define Economic Realities and Current Situation		■				
3. Refine Vision for Sustainable Economic Growth		■				
4. Craft Economic Development Strategic Plan			■	■	■	
5. Define Metrics to Monitor Ongoing Progress					■	
6. Prepare/Present Strategic Plan Document			■	■	■	◆

◆ On-site visit/presentation

Notes and Comments on Schedule:

- The preliminary schedule places the team in Duluth during the first week in December for discussions with stakeholders and other related activities.
- The first three tasks (preliminary) will be completed by January 1, 2013 and then January-March the team would focus on the Strategic Plan.
- The draft plan would be shipped the first week in April. After comments and feedback from the client, the team would formally present the plan to the City at the end of April.

PROJECT TEAM CONTRIBUTION (Estimated Hours by Firm)

OVERALL TASK DESCRIPTION	Total Hours	MS&B	EMP	CWS	NG
1. Gather Input/Data and Assess Resources	200	80	80	20	20
2. Define Economic Realities and Current Situation	40	30	4	2	4
3. Refine Vision for Sustainable Economic Growth	10	5	2	1	2
4. Craft Economic Development Strategic Plan	350	175	75	40	60
5. Define Metrics to Monitor Ongoing Progress	5	3	1	-	1
6. Prepare/Present Strategic Plan Document	150	100	30	10	10

MS&B = Moran, Stahl & Boyer; EMP=EM Pemrick and Company; CWS=CWS Consulting; NG=Northspan Group

PERSONNEL PROFILES

John M. Rhodes Senior Principal (Moran, Stahl & Boyer)



Mr. Rhodes has led the MS&B consulting practice since 1994, focusing on site selection for both corporate and non-profit organizations as well as community economic development consulting. Corporate assignments have included location analyses, deployment strategies and relocation analysis for companies in financial services, technology, transportation, healthcare and diverse manufacturing and service industries.

Economic development projects have included economic development strategic plans at the county and city levels, labor market analyses, target industry and cluster studies, stakeholder interviews (including interviews with hundreds of companies), facilitated sessions with community stakeholders, the development of requirements for a business accelerator, benchmarking peer communities, certified sites programs (administering the Minnesota Shovel Ready Sites Certification Program), real estate strategies, marketing strategies and community resource profiles to support external marketing efforts.

Mr. Rhodes has leveraged his background in civil engineering, marketing and corporate relocation to successfully position communities to grow their economies. His broad knowledge from over 35 years of work experience and his passion for helping companies and communities has helped him establish a long list of clients that have valued his advice and innovative approaches.

Selected Economic Development Clients

- Augusta County, VA Office of Economic Development
- British Columbia (Provincial Government), Canada
- Botetourt County, VA
- **Brainerd Lakes Economic Development Corporation**
- Buffalo Niagara Enterprise (Buffalo, NY)
- Broward County Alliance (Fort Lauderdale, FL)
- City of Cape Coral, FL
- **City of Fairmont/Martin County, MN**
- Dawson County, NE
- Greene County, NY Economic Development
- Goochland County, VA
- James City County, VA Office of Economic Development
- Kent County, DE Economic Development
- Massachusetts Economic Development (MassEcon)
- City of Milford, DE
- **Minnesota Dept. of Employment & Econ. Development**
- Onondaga County, NY Economic Development
- Ocala/Marion County, FL
- Otsego County, NY Economic Development
- Pennsylvania Power and Light (Allentown, PA)
- Rhode Island Economic Development Corporation
- Sarasota County, FL Economic Development Corp.
- Southern New Hampshire Planning Commission
- Tampa Bay Partnership
- Virginia EDP – Study for two Southwest VA regions
- City of Waynesboro, VA Office of Economic Development

Selected Corporate Clients

- American Fuji Seal
- American Motorcycle Assoc.
- AT&T
- Australian Equipment Engineering
- Blue Cross/Blue Shield
- Clayton Services
- Colgate-Palmolive
- Coltec Industries
- Columbia Gas
- Corning Incorporated
- Dow Chemical
- Fairfield Resorts
- Federal Express
- Int'l Union of Police Associations
- Lucent Technologies
- MacDermid Corporation
- Merrill Lynch
- National Grange Mutual
- One Beacon Insurance
- PANAMCO
- Pella Corporation
- Prudential Financial Services
- Rockefeller Group
- VIACOM/Blockbuster Video
- Volunteers of America

Communications, Speaking Engagements, and Media Coverage

Mr. Rhodes is a sought-after speaker and writer on a variety of topics related to economic development and site selection, including:

- Innovation and technology vs. economic development.
- Industry trends in financial services, biotechnology, plastics and other sectors.
- Retaining and attracting knowledge workers and other labor resources.
- Headquarters relocation strategies and issues.
- Site selection from the consultant's perspective.
- Economic competitiveness.

Speaking Engagements at Selected Conferences and Annual Meetings

- Alberta (Canada) Economic Development Conference
- Annual Virginia Rural Summit
- Area Development Consultants Forum (multiple locations)
- Arizona Rural Economic Development Conference
- British Columbia (Canada) Call Center and Rural Economic Development Conference
- Connecticut Economic Development Partnership Meeting
- CoreNet National Conference (multiple events)
- Florida Economic Development Conference (St. Petersburg, FL)
- International Economic Development Council (multiple events)
- IEDC Basic Economic Development Course at Georgia Tech (Guest Lecturer)
- Manatee County, FL Economic Development Annual Meeting
- Massachusetts Alliance for Economic Development Conference
- MDA of Syracuse and Central New York Annual Meeting
- **Minnesota DEED Conference (multiple times)**
- Nebraska Economic Development Conference
- New York State Economic Development Council (multiple events)
- Northeast Pennsylvania (nine counties) seminar on the financial services industry
- Ocala/Marion County, FL Economic Development (multiple events)
- Oregon Economic Development Conference
- Pennsylvania Training Course for Economic Developers
- Rhode Island Governor's Economic Summit
- Sarasota County Economic Development (multiple events)
- University of South Florida – Sarasota MBA Program (Lecturer)
- Utility Economic Development Association (multiple events)
- Virginia Economic Development Partnership Advisory Board (multiple events)
- Virginia Economic Developers Association
- Western North Carolina Economic Development Annual Meeting

Mr. Rhodes has written or contributed to articles for publications such as *Area Development*, *Site Selection*, *Southern Business & Development*, *Trade & Industry Development*, *Expansion Management* and others. He has also been quoted on a number of occasions by the *Wall Street Journal*, *New York Times*, *Financial Times* and many local and regional business journals. Current white papers covering a variety of subjects are posted on the MS&B web site at www.msbconsulting.com.

Education

- BS - Civil Engineering, Northeastern University (Boston, MA)
- Master of Engineering, Rensselaer Polytechnic Institute (Troy, NY)

Tom Hamer Principal (Moran, Stahl & Boyer)



With over twenty years of consulting experience, Tom Hamer has been responsible for hundreds of location selection projects involving corporate operations for head-quarters, customer service and support, sales, fulfillment, research and development, mainframe/servers, systems maintenance and development, distribution and manufacturing. He has worked for a wide range of industries including financial services, aerospace, automotive, electronics, food processing, semiconductor, and pharmaceuticals. In addition to location selection, Mr. Hamer's areas of expertise include location strategy planning, labor analysis and incentive negotiations.

Education

- BA - Economics, University of Illinois (Champaign, IL)
- MBA - Finance, University of Chicago (Chicago, IL)

Corporate Clients (Partial List)

- | | | |
|--------------------------|---------------------------|-------------------------|
| • AT&T | • Federal Express | • Sears Roebuck |
| • Blue Cross/Blue Shield | • Infineon Corporation | • Siemens Comm. Serv. |
| • Budget Car Rental | • John Hancock (Manulife) | • Texaco |
| • Caterpillar Financial | • Lucent Technologies | • Toyota of America |
| • Columbia Gas | • New York Life | • Washington National - |
| • Corning Incorporated | • Office Max | Conseco |
| • Dial Corporation | • One Beacon Insurance | • Wachovia Bankcard |
| • Dow Chemical | • Princes Cruises | Services |
| • Kimberly-Clark | • Prudential Financial | |

Ellen Morosoff Pemrick Principal (E.M. Pemrick and Company)



Ellen Morosoff Pemrick is a professional planner with more than twenty years' experience in economic development, market analysis, and community planning. Over the course of her career, she has developed a diverse project portfolio that includes economic development strategies, community and downtown revitalization plans, market studies, and economic and workforce analyses. Her depth of experience, thorough approach, and extensive knowledge base make her a valuable addition to the project team.

Prior to establishing E.M. Pemrick and Company, Ellen held long-term positions with private consulting firms, serving as Director of Economic Development for six years and Principal Planner for seven years. She spent five years with the Legislative Commission on Skills Development and Vocational Education, where she conducted research and developed recommendations for the New York State Legislature on workforce needs and education and training programs. She also conducted research on regional issues in the context of state economic development policy at the NYS Department of Economic Development to support the work of a public/private task force on regional economic development.

Education

- BA - Sociology, State University of New York College at Purchase, NY
- Master of Regional Planning (Concentration in Economic and Community Development), University of North Carolina - Chapel Hill

Selected Project Experience

Economic Development Strategic Planning

- MARK Project, Arkville, New York: Revitalizing the Esopus/Delaware Region, A Regional Economic Development Strategy for the Central Catskills (*in progress*)
- Goochland County, Virginia: Economic Development Strategic Plan
- Cayuga County, New York: Economic Development Strategic Plan
- Botetourt County, Virginia: Economic Development Study
- Augusta County, Virginia: Economic Development Strategic Plan
- Massachusetts Alliance for Economic Development: Regional Resource Assessments
- James City County, Virginia: Business Climate Study
- Greene County, New York: Comprehensive Economic Development Plan
- Kent County, Delaware: Countywide Economic Development Strategy

Market Analysis

- Town and Village of Fort Edward, New York: Economic and Market Trends Analysis for the Downtown Renaissance Brownfield Opportunity Area Nomination Study
- City of Fulton, New York: Economic and Market Trends Analysis for the Fulton Brownfield Opportunity Area Nomination Study
- Putnam County, New York: Niche Marketing Plans for the Village of Brewster and Town of Kent
- Town of Ashburnham, Massachusetts: Village Center Marketing Plan
- Village of Port Chester, New York: Retail Market Analysis for Comprehensive Plan
- City of Lockport, New York: Downtown Lockport Strategic Development and Marketing Plan
- City of Port Jervis, New York: Commercial Market Analysis for Downtown Strategic Plan

Economic & Workforce Analysis

- Wall Street West (northeastern Pennsylvania): Workforce and Workforce Development System Gap Analysis
- Rockland County Economic Development Corporation (Pearl River, New York): Business Survey and Economic Analysis
- Putnam County, New York: Economic Analysis and Recommendations Related to Agricultural Economic Development for the Putnam County Agricultural and Farmland Protection Plan (*Winner of 2005 Outstanding Planning Award - NY Upstate Chapter of the American Planning Association*)

Feasibility Studies for Private Clients

- Orange County, New York: Market Feasibility Study for a Proposed Lodging Facility
- Columbia County, New York: Hotel and Restaurant Feasibility Study

Other Projects

- Erie County CDBG Consortium and Town of Hamburg: HUD Consolidated Plan
- Town of Hamilton, New York: Comprehensive Plan
- City of Albany, New York: Needs Assessment for HUD Consolidated Plan
- City of Elmira, New York: HUD Consolidated Plan
- City of Niagara Falls, New York: Fair Housing Impediments Analysis
- Geneva BID, Geneva, New York: Tourism-Based Retail Recruitment Strategy
- Franklin County Community Development Corporation, Greenfield, Massachusetts: A Tourism Development Strategy for Greater Franklin County

Grantwriting

- Community Development Block Grant Small Cities Program
- U.S. Department of Commerce, Economic Development Administration, Economic Adjustment Assistance Program
- Building Skills in New York State (BUSINYS) Training Grants
- New York State Empire Zone Program
- New York State Local Waterfront Revitalization Program
- New York State Homeless Housing and Assistance Program

Legislative and Academic Work

- Report, "Immigration Policy and the Labor Force in New York State"
- Report, "Technology in the Workplace: A Changing Environment"
- Monograph, "Occupational Composition of the Labor Force in New York State"
- Annual catalog of employment and training programs
- Legislation, Youth Opportunity Program Act, enacted 1990
- Departmental paper, "Economic Restructuring and the New Labor Market Segmentation"

Chris Steele President (CWS Consulting Group LLC)



Chris Steele brings over 20 years of business and urban planning experience to the art and science of real estate, economic development and location strategy. His background in a small city planning firm, a Big-Four consulting firm (Ernst & Young), and a world-class logistics company (TranSystems) has resulted in a unique perspective on how the concept of place impacts business and community success. Moreover, his experience in diverse industries and service areas has given him the ability to build networks across service areas that anticipate a wide variety of client needs.

Mr. Steele brings experience in urban planning, project management, location strategy, and corporate real estate strategy and has assisted major clients in national and international demographic, labor, and real estate trends review and analysis. He has also developed business models which measure the effects of labor, space, infrastructure and other business pressures that influence clients' needs for key real estate, workforce, and location decisions. He has worked on projects that have ranged from Boeing's selection of Chicago for its Headquarters to a food processing expansion in rural West Virginia.

In his over eleven years with the firm, Mr. Steele played a significant role in developing and implementing Ernst & Young's integrated corporate real estate methodology. This approach and set of tools provides a business-based method for predicting how labor, space, infrastructure, capital and other business pressures will influence clients' needs for key real estate, workforce, and location decisions. This then drives real estate solutions that provide for the long-term success of the company.

Mr. Steele has been published in Area Development, Business Expansion Journal and Site Selection Online Insider, and served as an editor for Ernst & Young's United States Investment Monitor. He is an active member of the Industrial Asset Management Council, a frequent presenter at CoreNet's global summits and is on the Massachusetts Chapter of NAIOP's Program and Growth Committees. He also serves as a visiting professor at the University of Massachusetts-Boston, teaching Real Estate & Economic Development and Real Estate Finance in the College of Management.

Mr. Steele previously served as President, Real Estate Consulting Services at TranSystems. Partially as a result of this, Mr. Steele now writes a monthly column for Cargo Business News on real estate trends, strategy, and planning for logistics and beneficial cargo owners. This culminated in a project sponsored by the Transportation Research Board, developing a guide to help the public sector better understand freight facility site selection. Details may be found at www.freightlocation.org

Mr. Steele currently also serves as the Chair of the Economic Development Commission of the City of Newton, MA. In this role, Chris has been highly engaged in working with the local small business and retail community to develop a better framework for growth and sustainability. He and his team have been able to drive changes to land use, zoning, and parking regulations to encourage more vital and pedestrian-friendly village centers. He has also helped the city to better understand its own place in the Metropolitan Boston, as well as the opportunities this represents.

Mr. Steele also serves on the Board of Directors of Mass Econ and Team New England, organizations that work towards improving business attraction into the New England Region through outreach, marketing, program development, and building networks across state boundaries.

Professional Affiliations

- CoreNet, National and New England Chapters (2001)
- NAIOP, Massachusetts Program Committee (2002)
- MassEcon, Location Support Committee, Board of Directors (2003)
- University of Massachusetts – Boston, Professor of Real Estate and Economic Development (2007)
- IEDC (2009)

Education

- BA - Psychology, Rutgers University (New Brunswick, NJ)
- Master of Regional Planning, Concentration in Real Estate Development, University of North Carolina (Chapel Hill, NC)

Economic Development and Site Selection Projects (Partial List)

- | | |
|--|--|
| • City of Roanoke, VA | • Merrill Lynch |
| • City of Ellsworth, ME | • BlueCross Blue Shield of Massachusetts |
| • City of Calais, ME | • Biogen IDEC |
| • IDS Barstow, CA | • HCA the Healthcare Co |
| • Alleghany River Towns Enterprise Zone | • Fluor Signature Services |
| • City of West Palm, FL | • The Boeing Company |
| • Metropolitan Washington Airports Authority | • Destination Outdoors/Watermark, Inc. |
| • Transportation Research Board | • Enporion |

Randy Lasky President & CEO (Northspan Group)



Randy Lasky has led Northspan Group since 1989 and has more than 30 years of experience in regional economic and community development. His public and private sector experience includes economic strategic planning and organizational development, business financing and community project funding development, marketing, downtown and waterfront redevelopment, and economic adjustment crisis management.

Bob Palmquist Senior Business Developer (Northspan Group)



Bob Palmquist provides technical and financial assistance to large and small businesses, financial institutions, local units of government, and development organizations. His work includes local and regional revolving loan fund administration, technical loan reviews, grant and loan application packaging, business valuation and succession planning, and feasibility assessments. Palmquist spent 17 years in commercial lending prior to joining Northspan in 1991.

Chris Maddy Director Marketing & Business Recruitment (Northspan) and Director, Northland Connection



Chris Maddy oversees Northland Connection, a partner-funded marketing and business attraction program for the seven counties of Northeast Minnesota and Douglas County, Wisconsin. Prior to joining Northspan in 2001, he spent a combined 24 years in broadcast journalism, public relations, and hospitality marketing; and as director of marketing and communications at Cirrus Aircraft in Duluth.

Section 4 PROJECT DELIVERABLES AND COST ESTIMATE

PROJECT DELIVERABLES

The project team's approach and a description of the project deliverables are provided in Section 5. The final work product for the project will be the preparation of an Economic Development Strategic Plan that includes the seven key components outlined in the RFP, highlighted below as the basis for the cost estimate. The overall outline for the Plan will include the following:

1. Executive Summary
2. Project Background and Community Profile
3. Economic Environment and Current Situation
4. Assessment of Resources That Support Economic Development
5. Discussion of Target Industries
6. Strategies to Enhance Local Economic Growth
 - Business Retention Strategy
 - Business Recruitment Strategy
 - Entrepreneurial Strategy
 - Retail Strategy
 - Land, Buildings and Infrastructure Strategy
 - Workforce/Education Strategy
 - Policy Plan

The first four strategies focus on growth of specific types of business or circumstances, strategies five and six relate to resource development, and the seventh is overarching policy that supports economic development. Keep in mind that the strategies are not mutually exclusive but will be integrated to support the overall plan for economic development.

PROJECT COST ESTIMATE

The cost estimate below is based on the deliverables identified in the RFP. As noted in Section 5, multiple tasks will be required to complete each of the deliverables. Many of the tasks will be applied to more than one deliverable.

DESCRIPTION OF DELIVERABLE	ESTIMATED COST
1. Business Retention Strategy	\$12,500
2. Business Recruitment Strategy	\$12,500
3. Entrepreneurial Strategy	\$12,500
4. Retail Strategy	\$18,500
5. Land, Buildings and Infrastructure Strategy	\$14,000
6. Workforce/Education Strategy	\$12,000
7. Policy Plan to Support Economic Growth	\$10,500
Total Estimated Consulting Fees	\$92,500
Travel and Project-Related Expenses	\$7,500
GRAND TOTAL	\$100,000

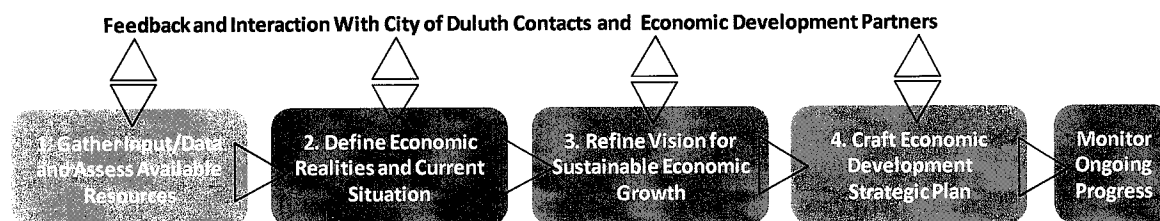
Section 5 WORK SCOPE

OVERVIEW ON PROJECT TEAM APPROACH

Our approach to economic development strategic planning projects is tailored to the unique needs and requirements of each community. We seek to deliver highly valued advice and information tools that address the economic growth and development needs of the client communities for years to come. Defining the prescription for a “sustainable economy” inherently requires an approach that has flexibility and adaptability at its core and that can take into consideration the opportunities, challenges and dynamics of the local community.

WORK SCOPE DETAILS

Tasks we have outlined for the completion of the Economic Development Strategic Plan reflect the key components and project deliverables defined in the RFP, with the outcomes being a series of strategies focused on different aspects of economic growth. Integral to this process will be incorporating and building on the Mayor’s 90x20 Initiative, the Prosperity Agenda, the City’s Comprehensive Land Use Plan, and other recent initiatives. It is our intention to maintain an ongoing dialogue with the City of Duluth and its economic development partners throughout the process to assure the final product aligns with and exceeds expectations.



TASK 1 – GATHER INPUT/DATA AND ASSESS AVAILABLE RESOURCES

This first task will establish a firm foundation for the project. The project team will compile information about the community and gather critical feedback from local stakeholders and employers. We will also identify and assess the resources available to support economic growth, including:

- **Labor Force:** overall demographics of the area as well as determining the cost and availability of specific types of labor required based on industry presence.
 - **Education and Training Resources:** local two- and four-year colleges and universities as well as other training institutions. Identify types of degrees and certifications offered along with numbers of annual graduates.
 - **Real Estate:** available sites and buildings by location, size, cost and use options.
- Business Retention Strategy
 - Business Recruitment Strategy
 - Entrepreneurial Strategy
 - Retail Strategy
 - Land, Buildings and Infrastructure Strategy
 - Workforce/Education Strategy
 - Policy Plan to Support Economic Growth

- **Cost and Availability of Utilities:** water, sewer, power, gas and telecom/internet by location within the City and the region.
- **Transportation Capacity, Cost and Market Access:** the availability of truck, rail, port and air access for shipping year-round to specific destinations.
- **Financial Resources:** the diversity of financial resources and incentives available to support the growth of different types of businesses at each stage in growth, from startups to established expanding businesses.
- **Land Use:** review land use options by location within the Comprehensive Land Use Plan to determine the long-term availability of land within the City of Duluth to support specific economic segments.
- **Natural Resources:** available resources including mining of metals and other minerals, forestry, agriculture, fishing/aquaculture and other sources for economic growth.

As part of this task, we will highlight any significant gaps in services, needs for improvement or enhancement, and other issues as necessary.

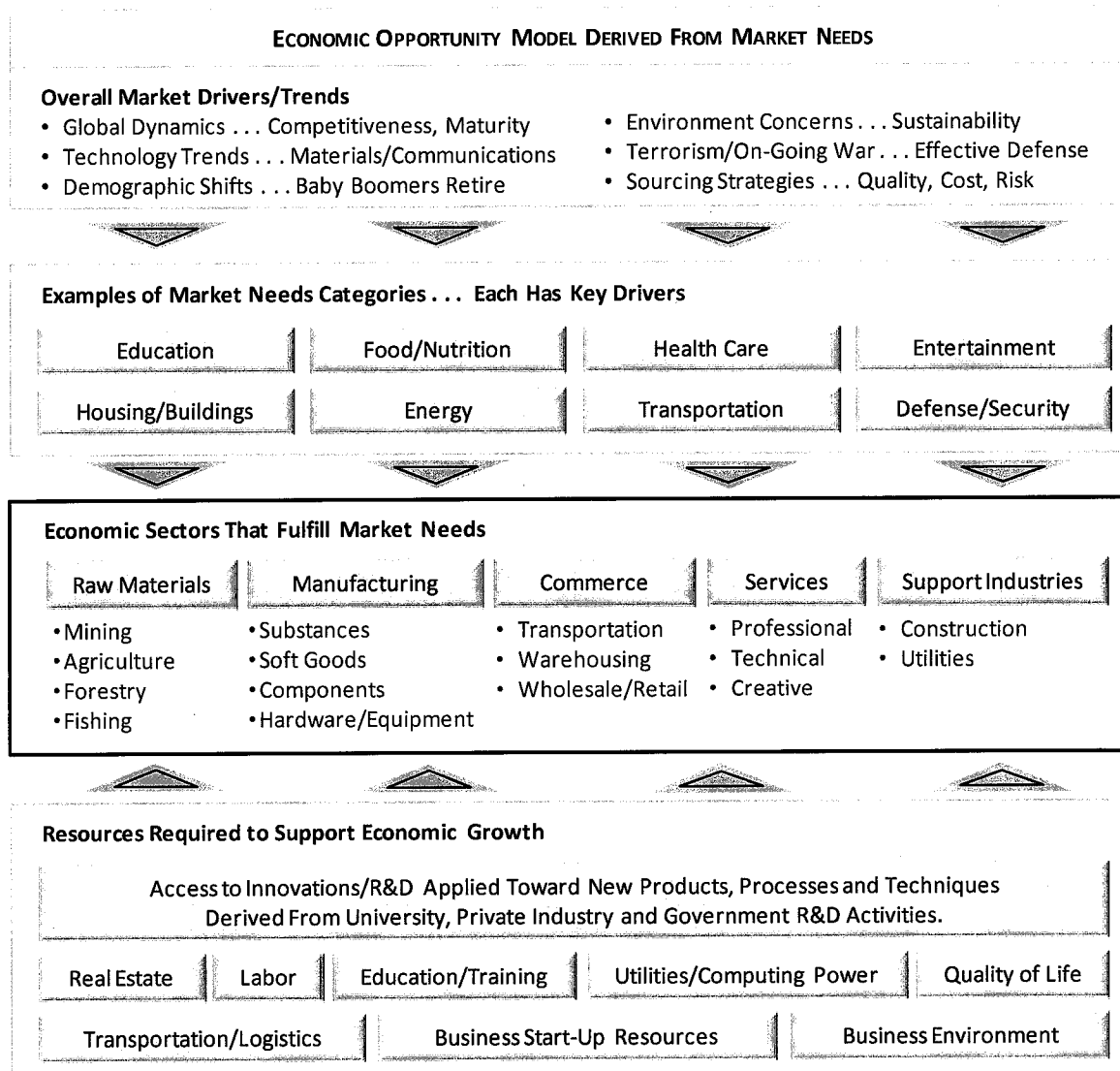
In addition, members of the project team will be in Duluth for 3 to 5 days to gather feedback from selected major employers about access to labor, relative cost of operations, and other issues related to doing business in Duluth. Also during the visit, the project team will meet with the key economic development partners and other stakeholders to gather feedback on the current situation and solicit their input on area strengths, weaknesses, opportunities and threats (SWOT analysis) from an economic development perspective. Typically, we conduct one-on-one interviews or small roundtable discussions with a cross-section of stakeholders including:

- Educators (high school, community college and colleges/universities)
- Workforce development officials
- Financial services (bankers, investors, etc.)
- Commercial real estate brokers and major property managers
- Developers of commercial projects
- Transportation providers (airport, trucking, rail and port)
- Health care (major hospitals and medical services)
- City planners and engineers
- Utility providers
- Other selected stakeholders



TASK 2 – DEFINE ECONOMIC REALITIES AND CURRENT SITUATION

This task will utilize our own model to look at overall market drivers and their impact on potential business opportunities in Duluth. We will then align specific opportunities with the local situation and available resources. This approach is a highly innovative tool for understanding the market basis for local business growth.



The model will incorporate the existing target industries identified for the region (see below) and then seek to validate, refine and enhance the list.

- **Biomedical/Health Care** (regional services, elder care and biomedical startups)
- **Creative/Professional** (primary and secondary services and data centers)
- **Energy Alternatives/Renewable Energy** (petroleum, coal, wind turbine transport, etc.)
- **Forestry/Fiber** (traditional sectors, new innovative uses and biobusiness)
- **Innovative Manufacturing** (applies to broad spectrum of technologies)
- **Mining** (new value-add directions for iron and other metals)
- **Transportation/Logistics Support** (traditional and emerging opportunities)

The end result of the analysis will be well-defined and diverse list of target industries and segments for the City of Duluth and its future economic growth. We will also provide an assessment of resource gaps that need to be filled in order for the City to capitalize on its opportunities.



TASK 3 – REFINE VISION FOR SUSTAINABLE ECONOMIC GROWTH

The project team will review existing local and regional reports and other literature related to the Duluth region and the vision for long-term economic growth. We will also utilize feedback from local stakeholders gathered in Task 1 to gain insight on ideas and perceptions related to economic growth. The team will then leverage its extensive experience in other communities of different sizes and geographies to refine a vision for economic growth and development in the Duluth area.



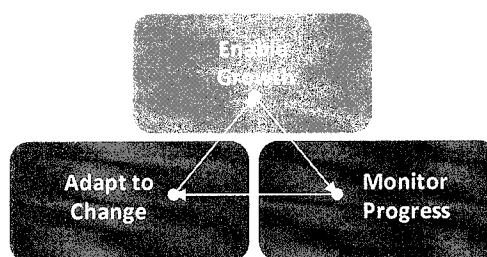
It should be pointed out that when a community wants a “sustainable economy,” it is not about finding the perfect company that will continue to expand forever. *Sustainability is about establishing a local business culture that can quickly adapt to change, embrace new ideas, deal with risk, learn from occasional mistakes, and persevere to keep the local economy diverse and viable.* It involves helping existing small companies to expand and cultivating the environment necessary to stimulate entrepreneurial businesses that convert good ideas into marketable products and services.

Duluth has some unique assets that can be leveraged. It also has its own set of challenges that will need to be overcome. A vision helps to consider the realistic opportunities and focus the efforts of the community, on an ongoing basis, to achieve success.

TASK 4 – CRAFT ECONOMIC DEVELOPMENT STRATEGIC PLAN

The final task in the process is to develop the plan that will help to achieve the economic growth vision for the City of Duluth. An effective strategy addresses short, medium and long-term needs and opportunities while embedding a three-step process that assures a sustainable economy by enabling growth, monitoring progress, and adapting to change. The plan will be divided into individual areas that focus on both business growth and the development of key resources that support growth. We want to emphasize that each of the individual strategies are not mutually exclusive but will be part of an overall integrated effort to expand the local economy.

THREE ASPECTS OF A SUSTAINABLE ECONOMY



Business Retention Strategy



The critical thrust of business retention is to stay engaged with local businesses to understand, anticipate and ultimately address their evolving needs, challenges and opportunities. A viable company is never static, and neither is the environment within which they must compete. This strategy will define the organizational and procedural aspects of business retention resulting in ongoing and dynamic response to local businesses. As a basis for developing a retention strategy, we will pursue the following questions:

- What methods are utilized and how often does the City contact existing employers to gather feedback concerning growth and resource needs?
- How is feedback from existing employers utilized to develop strategies to support existing business?
- Is there a team in place to review and act on the needs of existing businesses and is it effective?

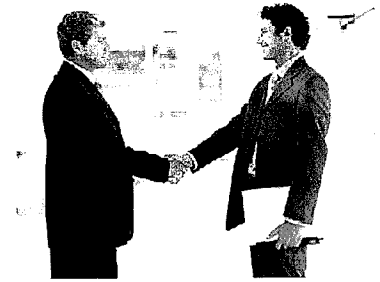
The project team will develop a strategy that will be highly effective in anticipating needs to help businesses stay and expand in Duluth.

➤ Business Recruitment Strategy

Business recruitment is about knowing the assets of an area, identifying those industries and companies that would gain the most value from assets, and ultimately seeking to establish relationship with those companies.

The project team will develop a recruitment strategy by first addressing the following questions:

1. What types of marketing and relationship building activities have the City engaged in and what level of success have they had?
2. What types of industries and companies are the best candidates for attraction to the City of Duluth?
3. What does the City of Duluth engage in with the region and state to promote itself.



Based on the input from above, the project team will develop a strategy for the City of Duluth that will include the following elements:

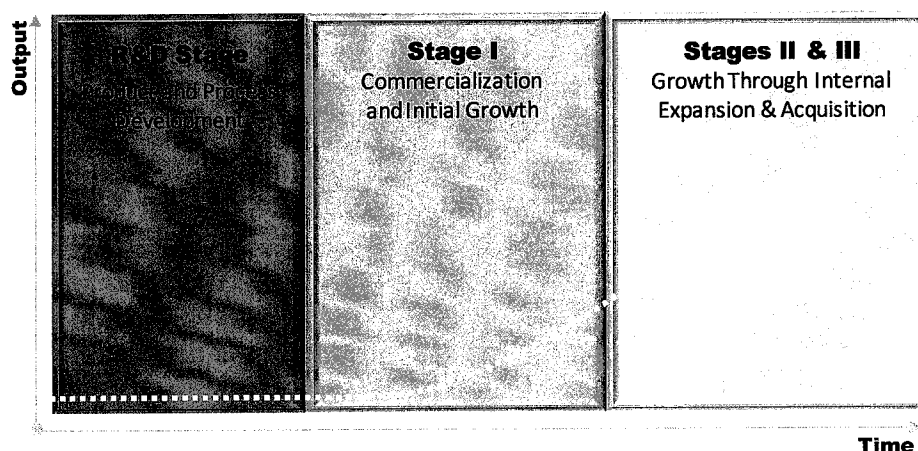
- Develop a market awareness strategy that includes a review and recommended enhancements of web sites, social media and other tools utilized to promote the City/region.
- Review and recommend conferences , trade shows, other meetings and familiarization trips for hosting and/or participation.

Building Awareness ► Screening for Prospects ► Establishing/Sustaining Relationships

➤ Entrepreneurial Strategy

Emerging and small businesses are the fastest growing segment of the U.S. economy. The segment is divided into three stages: Stage 1 (1-9 employees), Stage 2 (10-99 employees) and Stage 3 (100-499 employees). Each has its own challenges in terms resources (capital, real estate and labor, etc.) as well as changes in leadership style as the company expands.

STAGES OF SMALL BUSINESS GROWTH



The project team will evaluate existing support services for small business within the City of Duluth, the broader region, and the State of Minnesota. The team will then develop a strategy to optimize the growth of small businesses. This may include:

- Sources of financing and incentives.
- Development of business incubators.
- Business accelerator infrastructure for emerging firms.
- Training in entrepreneurship and developing a business plan.
- Coaching and mentoring.
- Business review committees ("Shark Tank").
- Business plan competitions.
- Meetings and seminars on critical topics.
- Other needed resources.



➤ Retail Strategy

Retail is an important economic sector for multiple reasons:

- It provides opportunities for small business growth.
- It produces jobs and tax revenues.
- It offers a potential amenity for business retention and attraction (restaurants, office supply stores, computers and other office and industrial equipment, etc.)
- It is considered a key aspect of the local quality of life.

The City of Duluth, like other similarly sized cities, has a retail presence in multiple venues: in the traditional downtown (CBD) area, in neighborhoods, and in strip malls along highway corridors. Retail is also located in regional malls and big box stores.



Miller Trunk Highway/West Central Entrance Corridor

The City of Duluth retained MXD Development Strategists to prepare a market analysis in 2009 to guide planning efforts in the Central Entrance-Miller Hill area. This analysis used demographic data to project the amount of potential retail Duluth can support going forward. There have been other studies completed that include the East Downtown, Hillside and Waterfront Charrette Report and Plan as well as several small area plans examining land uses, market conditions, and economic development issues in selected neighborhoods.

Utilizing the output of the previous studies as an information base, the project team will focus its **Retail Strategy** on addressing the following questions:

1. What are the challenges retailers face in establishing and expanding their business in the City of Duluth?
2. Which areas of the City are best positioned for specific types of retail activity?

The project team will conduct interviews with selected stakeholders, including retail business owners and representatives of chambers of commerce, the Greater Downtown Council, and others. The objective of these interviews will be to identify issues and challenges faced by local retailers from an economic development perspective. These might include, for example, permitting issues, a lack of suitable retail space in certain locations, or the need for technical and/or financial assistance targeted to retail businesses. We will also examine how these challenges are currently being handled by the City of Duluth, economic development organizations, the banking community, and others.

The project team will also evaluate locations within the City that are poised for retail growth and assess their potential based on the following criteria:

- Comments/input about location derived from previously published reports.
- Location of site and proximity to specific consumer markets .
- Size of site.
- Transportation and pedestrian access and parking capacity.
- Restrictions on operations/uses of site.
- Cost of leased space or purchase price for land.
- Identification of types of retail for which there is potential demand in the area.



We will then develop a **Retail Strategy** that identifies actions that the City of Duluth and/or its economic development partners can take to help local retailers succeed. (Some of these actions may overlap with those identified in the Entrepreneurial Strategy.) The strategy will include recommendations for enhancing retail business expansions as well as capitalizing on new commercial business opportunities, consistent with the City's Comprehensive Plan and existing neighborhood revitalization plans.

➡ **Land, Buildings and Infrastructure Strategy**

An inventory of suitable office and industrial spaces as well as sites at a high level of readiness can contribute to the City's competitiveness in the retention, expansion and attraction of business. In addition, the presence of low-cost space for small/startup businesses is also a factor in the growth and viability of this segment.

The critical driving force in a real estate strategy is to have available the right types of buildings and sites with appropriate utilities and amenities that match market demand over time. In the short term, it is having space to rent of land to quickly develop, and other the longer term it is establishing a land use policy that supports market demands in the future.



As part of the strategy, the project team will review available sites and buildings based on location, cost, functionality and capacity, level of readiness (for sites) as well as available utilities, amenities and transportation access . This will be compared with the types of target industries identified for the City and the real estate needs they will have. This will be the basis for a supply/demand gap analysis that results in recommendations from a strategy to address any current and anticipated needs.

Workforce/Education Strategy



The project team will utilize information gathered from education and training providers, workforce development officials and employers during Task 1. We will conduct an analysis of the existing and potential workforce in Duluth, taking into consideration such issues as the availability, quality, cost, age, and geographic distribution of labor within the City and region, as well as long-term projections available from the State of Minnesota and/or the local Workforce Investment Board. This information will serve as the foundation for the development of the Workforce/Education Strategy.

Based on regional trends and identified target industries, the project team will identify job categories and training needs on the short- and long-term horizon, comparing them with the types of education and training resources that already exist in the Duluth area. We will examine the extent to which existing programs and services can be used to address current and projected workforce needs, and whether new programs, resources, or approaches are needed to adequately prepare workers for job opportunities in potential growth industries.

The team will then develop a series of recommendations concerning workforce attraction and retention. In addition to recommendations to address specific education and training requirements, we may also include suggestions on key partnerships between the public and private sectors, the role of industry leadership, or innovative strategies to market employment opportunities in Duluth to specific segments of the population.

Policy Plan

The outcome of the project team's effort is to develop an effective strategic plan with specific action steps to propel the local economy forward. This will include:

- Defining specific high potential industries and economic activities along with their resource needs, any local gaps in resources, and actions required to close the gaps.
- Evaluating overall resources that include the workforce, real estate, utilities, transportation, education and training, financial support, etc.
- Determining the role of local entrepreneurship and small business acceleration in providing opportunities for certain segments of the economy.
- Integrating efforts to enhance economic development with other key City initiatives such as the Mayor's 90X20 initiative, the Prosperity Agenda, and the Comprehensive Land Use Plan.



The strategic plan will provide a clear understanding of the City's opportunities for economic growth and development, a comprehensive framework for attracting investment and supporting prosperity, and guiding principles that set a course for responsible economic development.

ONGOING MONITORING OF ECONOMIC DEVELOPMENT PROGRESS

The project team, will identify a series of metrics to be utilized by the City to track resource development, specific program activities and initiatives as well as indicators of economic activity. The metrics will enable the City to identify trends related to success but also areas that need to be addressed. The “dashboard” approach will identify progress made, issues and challenges and specific resource gaps.

CONCEPTUAL VIEW OF ECONOMIC DEVELOPMENT DASHBOARD

Vision:

Key Objectives: (this year and five years out)

Key Metrics:

- Population
- % Age Cohort
- Education Attainment Levels
- Other

Target Industry Employment Tracking

- Employment (Current/Last Year)
- New Companies in Area
- Lost Companies From Area
- Programs to Support Industry

Real Estate Availability

- Class A Office Space Available
- Occupancy Rate
- Absorption Rate
- Amount of Land Available and Level of Readiness

Labor/Education Tracking

- Unemployment Rate
- Annual Graduates by Program
- New Initiatives to Enhance Training
- Employment by Job Title
- Feedback From Employers

Marketing/Retention Activity

- Promotional Activities
- Companies Engaged
- Leads Generated
- Projects Underway
- Projects Completed

Other Key Initiatives

- Policy Changes
- Legislative Initiatives
- Entrepreneurial/Small Business
- Funding Projects
- Other Activities